



IMD WORLD TALENT RANKING

2021



December 2021
IMD WORLD TALENT RANKING 2021

Copyright © 2021
IMD: Institute for Management Development
23, Ch. de Bellerive
P.O. Box 915
CH-1001 Lausanne
Switzerland

Tel : +41 21 618 02 51

e-mail : wccinfo@imd.org

Internet: www.imd.org/centers/world-competitiveness-center/

Choose the product
that meets your needs

Visit our eShop
www.wcceshop.org

All rights reserved. No part of this publication may be transmitted in any form or by any means, including photocopying and recording, or by any information storage and retrieval system. Nor may any part of this publication be included as a reference in any other work without authorization.

IMD, IMD INTERNATIONAL, REAL LEARNING. REAL IMPACT, IMD BUSINESS SCHOOL and IMD WORLD COMPETITIVENESS YEARBOOK are trademarks of IMD – International Institute for Management Development

Preface

One of the most affected economic areas from COVID-19 worldwide is the labor market. For some positions, the skills and competences required can be performed at a distance, essentially substituting the work-office with a home-office. The separation of individuals from their workplace has brought not only a degree of deterioration to the organizational culture but has also increased the distance among staff. It is in this environment that we are launching the eighth edition of the *IMD World Talent Ranking*.

The IMD World Talent Ranking assesses the extent to which an economy develops its domestic talent pool while tapping into the overseas pipeline so as to be able to satisfy the market's demands for talent. In doing so, talent competitive economies bolster their overall competitiveness. While studying 64 economies, the ranking first evaluates an economy's efforts to boost its domestic talent (i.e., Investment and Development factor); second, its ability to retain the local talent while drawing from the international talent pool (i.e., Appeal factor); and third, the ranking traces the skills and competencies available in a particular economy (i.e., Readiness factor).

The current report suggests that organizational leadership in combination with the quality of life a particular country offers, largely drive high levels of worker motivation displayed by highly talent- competitive countries. It also displays that policies adapted to address the pandemic contributed to the decline of any brain drain impact on talent competitiveness. Finally, it shows that talent- competitive countries find a balance between the effectiveness of their local talent force and attracting international highly skilled staff.

Once again we are indebted to our many stakeholders for the support and assistance they provide. *Partner Institutes* worldwide, the *IMD Alumni community* and our *Panel of Experts* from all the countries we study offer data and insights that are crucial for the completion of the ranking. We are, as always, most appreciative for their encouragement and help. The reason you have this publication in your hands now is, for a great part, because of our stakeholders. We are most thankful!



Professor Arturo Bris
Director
IMD World Competitiveness Center



Dr Christos Cabolis
Chief Economist & Head of Operations
IMD World Competitiveness Center



Table of Contents

The IMD World Talent Ranking 2021

Preface.....	3
The IMD World Competitiveness Center	7
Partner Institutes	8
In challenging times, leadership matters	14
IMD World Talent Ranking 2021	25
Methodology in a Nutshell	30
What is the IMD World Talent Ranking?	31
IMD World Talent Rankings selected breakdowns	32
Populations greater than 20 million	32
Populations less than 20 million	33
GDP per capita greater than \$20,000	34
GDP per capita less than \$20,000	35
Europe - Middle East - Africa.....	36
Asia - Pacific.....	37
The Americas	37
Factor 1: Investment and development	38
Factor 2: Appeal	39
Factor 3: Readiness	40
Factor rankings.....	42
Talent country profiles	45
The IMD World Talent Ranking methodology	110
Notes and sources by criteria	114

World Talent Country Profiles

Argentina	46	Latvia	78
Australia.....	47	Lithuania	79
Austria	48	Luxembourg.....	80
Belgium.....	49	Malaysia	81
Botswana.....	50	Mexico	82
Brazil.....	51	Mongolia	83
Bulgaria	52	Netherlands	84
Canada	53	New Zealand	85
Chile	54	Norway	86
China	55	Peru	87
Colombia	56	Philippines	88
Croatia	57	Poland	89
Cyprus	58	Portugal	90
Czech Republic	59	Qatar.....	91
Denmark.....	60	Romania	92
Estonia.....	61	Russia.....	93
Finland.....	62	Saudi Arabia	94
France	63	Singapore	95
Germany.....	64	Slovak Republic.....	96
Greece.....	65	Slovenia.....	97
Hong Kong SAR	66	South Africa	98
Hungary	67	Spain	99
Iceland.....	68	Sweden.....	100
India.....	69	Switzerland.....	101
Indonesia	70	Taiwan, China	102
Ireland.....	71	Thailand.....	103
Israel.....	72	Turkey.....	104
Italy	73	UAE	105
Japan.....	74	Ukraine	106
Jordan.....	75	United Kingdom	107
Kazakhstan.....	76	USA	108
Korea Republic.....	77	Venezuela.....	109

The IMD World Competitiveness Center

For more than thirty years, the IMD World Competitiveness Center has pioneered research on how countries and companies compete to lay the foundations for sustainable value creation. The competitiveness of nations is probably one of the most significant developments in modern management and IMD is committed to leading the field. The World Competitiveness Center conducts its mission in cooperation with a network of 58 Partner Institutes worldwide to provide the government, business and academic communities with the following services:

- Competitiveness Special Reports
- Competitiveness Prognostic Reports
- Workshops/Mega Dives on competitiveness
- IMD World Competitiveness Yearbook
- IMD World Digital Competitiveness Ranking
- IMD World Talent Ranking

The IMD World Competitiveness Center team:

At IMD	Professor Arturo Bris	Director of The IMD World Competitiveness Center
	Christos Cabolis	Chief Economist & Head of Operations
	José Caballero	Senior Economist
	Madeleine Hediger	Data Research and Online Services Specialist
	Catherine Jobin	Order and Sales Administrator
	William Milner	Research Projects Associate Manager
	Marco Pistis	Research Specialist
	Maryam Zargari	Research Specialist

At KAESCO Consulting Jean-François Kaeser

We also have the privilege of collaborating with a unique network of Partner Institutes, and other organizations, which guarantees the relevance of the data gathered.

Contact:

Tel : +41 21 618 02 51
e-mail : wccinfo@imd.org

Internet: www.imd.org/centers/world-competitiveness-center/

Database: <https://worldcompetitiveness.imd.org/>

Partner Institutes

We would like to express our deep appreciation for the contribution of our Partner Institutes, enabling an extensive coverage of competitiveness in their home countries. The following Institutes and people supplied data from national sources and helped distribute the survey questionnaires:

Argentina

Research Program on Economic Development and Institutions
Faculty of Economic Sciences
Catholic University of Argentina, Buenos Aires
<http://www.uca.edu.ar>

Dr. Alicia Caballero, Dean
Dr. Marcelo F. Resico, Senior Economist
Mrs. Martina S. Rosenfeld, Research Assistant

Australia

CEDA – Committee for Economic Development of Australia
www.ceda.com.au

Melissa Wilson, Senior Economist
Roxanne Punton, Director, Communications

Austria

Federation of Austrian Industries, Vienna
Austrian Institute of Economic Research, Vienna
<http://www.iv-net.at>

Dr. Christian Helmenstein, Chief Economist
Ms. Helena Zwickl
Mr. Michael Oliver

Belgium

FEB - Federation of Enterprises in Belgium, Brussels
www.feb.be

Anouar Boukamel, Attaché
Centre de compétence Economie & Conjoncture

Botswana

BNPC - Botswana National Productivity Centre
www.bnpc.bw

Letsogile Batsetswe, Research Consultant
Christopher M. Diswai, Executive Director

Brazil

Fundação Dom Cabral, Innovation and Entrepreneurship
Center
<https://www.fdc.org.br/>

Carlos Arruda, Professor and Director FDC Innovation and
Entrepreneurship Center
Ana Burcharth, Professor
Naira T. A. C. Gonçalves, Researcher

Bulgaria

Center for the Study of Democracy, Sofia
www.csd.bg

Mr. Ruslan Stefanov, Director, Economic Program
Ms. Daniela Mineva, Research Fellow, Economic Program
Mr. Martin Vladimirov, Analyst, Economic Program
Dr. Todor Galev, Senior Analyst, Economic Program

Bulgarian Chamber of Commerce and Industry
Economic Analysis and Policy Department
<https://www.bcci.bg/en.html>

Blagovesta Dzhabirova
Lyubomir Levicharov

Canada

Information and Communications Technology Council (ICTC)
www.ictc-ctic.ca

Alexandra Cutean, Senior Director of Research & Policy
Rosina Hamoni, Research Analyst

Chile

Universidad de Chile
Facultad de Economía y Negocios (FEN)
www.fen.uchile.cl

Dr. Enrique Manzur, Vice Dean
Dr. Sergio Olavarrieta, Ph.D Program Director
Dr. Pedro Hidalgo, Department Head

China

China Institute for Development Planning, Tsinghua
University

Prof. Yang Yongheng, Executive Associate Director of China
Institute for Development Planning, Tsinghua University
Prof. Wang Youqiang, Associate Director of China Institute
for Development Planning, Tsinghua University
Dr. Gong Pu, Research Assistant Professor, Tsinghua University

Mr. Wang Hongshuai, PhD Candidate, Tsinghua University
Ms. Song Wenjuan, PhD Candidate, Tsinghua University
Ms. Zhang Ruijun, PhD Candidate, Tsinghua University
Mr. Wang Jiancheng, PhD Candidate, Tsinghua University
Ms. Jiang Xueying, PhD Candidate, Tsinghua University
Mr. You Shuai, PhD Candidate, Tsinghua University
Ms. Sun Xiao, Graduate Student, Tsinghua University
Ms. Zhu Yichen, Graduate Student, Tsinghua University
Ms. Huang Suyuan, Research Assistant
Ms. Deng Yaxi, Research Assistant

Colombia

National Planning Department
<https://www.dnp.gov.co>

Luis Alberto Rodríguez, Director, National Department of Planning
Juan Sebastián Robledo Botero, Director, Innovation and Private Sector Development

Croatia

National Competitiveness Council
<http://konkurentnost.hr/en/>

Ivica Mudrinic, President
Jadranka Gable, Advisor
Iva Tomic, PhD, Chief Economist

Cyprus

Economics Research Centre, University of Cyprus
<http://ucy.ac.cy/erc/en/>

Sofronis Clerides, Professor of Economics
Nicoletta Pashourtidou, Assistant Director

Cyprus Employers and Industrialists Federation (OEB)
www.oeb.org.cy

Antonis Frangoudis

Czech Republic

Consumer Forum (Spotřebitelské fórum)
www.spotrebiteleskeforum.cz

Dr. Kryštof Kruliš

Denmark

Confederation of Danish Industry
<https://www.danskindustri.dk/english/>

Allan Sørensen, Chief Economist

Estonia

Estonian Institute of Economic Research (EKI)
www.ki.ee

Ms. Marje Josing, Director

Enterprise Estonia (EAS)

Mr. Tarmo Puolokainen, Head of Analysis

Finland

ETLA Economic Research
www.etla.fi

Ville Kaitila, Researcher
Markku Lehmus, Head of Forecasting
Aki Kangasharju, Managing Director

France

Business France, Paris
<http://en.businessfrance.fr/>

Ms. Sylvie Montout, Chief Economist
Louise Cassagnes, Economist

Greece

Federation of Industries of Greece (SBE), Thessaloniki

Dr. Christos Georgiou, Director, Research and Documentation Department
Mr. Constantinos Styliaras, Economist, Research and Documentation Department

Foundation for Economic and Industrial Research (FEIR/IOBE), Athens

Aggelos Tsakanikas, Associate Professor National Technical University of Athens - Head of Entrepreneurship Observatory
Sophia Stavradi, Research Associate

Hong Kong SAR

Hong Kong Trade Development Council
www.hktdc.com

Ms. Alice Tsang, Assistant Principal Economist
Ms. Samantha Yim, Economist

Hungary

ICEG European Center, Budapest
http://icegec.org

Ms. Renata Anna Jaksa, Director
Dr. Oliver Kovacs, Senior Research Fellow

National University of Public Service,
Competitiveness and Fiscal Stability Research Group,
Budapest - <http://en.uni-nke.hu/>

Prof. Dr. Magdolna Csath, Research Professor in
Competitiveness

Iceland

Icelandic Chamber of Commerce, Reykjavik
www.chamber.is

Mr. Konrad S. Gudjonsson, Chief Economist
Sverrir Bartolozzi, Economic Analyst

India

National Productivity Council, New Delhi
www.npcindia.gov.in

Dr. K.P. Sunny, Director & Head (Economic Services)
Mr. Rajesh Sund, Director (Economic Services) & Head
(Productivity Awareness)
Dr. Rajat Sharma, Director (Economic Services)

Indonesia

Lembaga Management, Faculty of Economics and
Business, Universitas Indonesia (LM FEB UI), Jakarta
<http://www.lmfeui.com/index.php>

Dr. Willem A. Makaliwe, Managing Director
Dr. Toto Pranoto, Senior Adviser
Mr. Bayuadi Wibowo, Group Head Research Services
Mr. Arza Faldy Prameswara, Senior Researcher
Mr. Taufiq Nur, Senior Researcher
Ms. Helwa Salsabila, Research Analyst
Mr. Yendra Emirsyah Kivatra, Research Analyst

NuPMK Consulting, Jakarta
<http://nupmk.co.id>

Ms. Tini Moeis, Managing Director
Devi RD Hamdani, Senior Business Manager

Ireland

IDA Ireland
www.idaireland.com

Karen Law

Israel

The Federation of Israeli Chambers of Commerce, Tel-Aviv
www.chamber.org.il

Israela Many – Deputy Managing Director of Economy and
Tax
Liran Avitan, Economist

Italy

Promos Italia
www.promositalia.camcom.it

Mr. Marco Fedato, Head of Investment Promotion

Japan

Mitsubishi Research Institute, Inc., Tokyo
Research Center for Policy and Economy
www.mri.co.jp

Dr. Hirotsugu Sakai, Research Director

Jordan

Ministry of Planning and International Cooperation
www.mop.gov.jo

Dr. Hadram Al-Fayes, Policies and Studies Director
Ghada Issa, Head of Competitiveness Division

Kazakhstan

Economic Research Institute, JSC of the Ministry of National Economy of the Republic of Kazakhstan, Nur-Sultan
www.economy.kz

Ruslan Sultanov, Chairman of the Board
Dias Sembayev, Deputy Chairman of the Board
Bayan Abdrakhmanova, Director, Center for Strategic Analysis
Sholpan Kaimoldina, Deputy Director, Center for Strategic Analysis
Temirlan Otepov, Senior Expert, Center for Strategic Analysis
Aidana Terlikbayeva, Senior Expert, Center for Strategic Analysis
Abylaikhan Khamitzhan, Senior Expert, Center for Project Management

Korea Rep.

Korea Institute for International Economic Policy (KIEP)
<http://www.kiep.go.kr/eng/>

Sang-Ha Yoon, Associate Research Fellow, International Macroeconomics Team
Subin Kim, Senior Researcher, International Macroeconomics Team

Latvia

University of Latvia Centre for European and Transition Studies, LU CETS
<http://www.lu.lv/cets>

Mrs. Zane Zeibote

Lithuania

Enterprise Lithuania
www.enterpriselithuania.com

Vytautas Adomaitis, Regulatory Policy Officer
Irena Karelina, Project Manager

Luxembourg

Chamber of Commerce of the Grand Duchy of Luxembourg
www.cc.lu

Ms. Christel Chatelain, Head of Economic Affairs
Mr. Jean-Baptiste Nivet, Senior Economist
Ms. Sidonie Paris, Economist

Malaysia

Malaysia Productivity Corporation (MPC), Petaling Jaya, Selangor
www.mpc.gov.my

Dato' Abdul Latif Hj. Abu Seman, Director General MPC
En. Zahid Ismail, Deputy Director General MPC
Datin Zainon Bakar, Deputy Director General MPC
Pn. Wan Fazlin Nadia Wan Osman, Director MPC

Mexico

Center for Strategic Studies for Competitiveness
www.ceec.edu.mx

M.S. Carlos Maroto Espinosa, CEO

Mongolia

Economic Policy and Competitiveness Research Center
www.ecrc.mn

Mr. Tsagaan Puntsag, Founder and Chairman of Board
Ms. Lakshmi Boojoo, Director General
Ms. Odonchimeg Ikhbayar, Deputy Director and Head of Research
Ms. Tungalag Erdenebat, Research Economist
Mr. Mungunjiguur Battsolmon, Research Economist
Ms. Munkhshur Purevsuren, Researcher and Administrative Officer
Mr. Oyundalai Amarsaikhan, Research Economist
Ms. Yesunchuluu Khuderchuluu, Research Economist

Netherlands

Confederation of Netherlands Industry and Employers (VNO-NCW), The Hague
www.vno-ncw.nl

Mr. Thomas Grosfeld
Mr. Tim Zandbergen

New Zealand

Kerridge & Partners, Auckland
<https://kerridgepartners.com/>

Mr Peter Kerridge, Partner

Peru

CENTRUM PUCP
<https://centrum.pucp.edu.pe/>

Mr. Percy Marquina, General Director
Mrs. Beatrice Avolio, Head of the Graduate Business Department
Mr. Luis Del Carpio, Director of CENTRUM Competitiveness Center
Mr. Victor Fajardo, Researcher of CENTRUM Competitiveness Center

Philippines

Asian Institute of Management Rizalino S. Navarro Policy Center for Competitiveness (AIM RSN PCC)
policy.aim.edu

Jamil Paolo Francisco, Ph.D. – Executive Director, AIM RSN PCC & Associate Dean, Asian Institute of Management
John Paul Flaminiano – Associate Director and Senior Economist, AIM RSN PCC
Christopher Ed Caboverde – Research Associate, AIM RSN PCC

Poland

SGH Warsaw School of Economics
World Economy Research Institute
Collegium of World Economy
<https://ssl-www.sgh.waw.pl/pl/Strony/default.aspx>

Prof. Marzenna Weresa
Dr. Anna Dzienis

Portugal

Porto Business School, University of Porto, Porto
<https://www.pbs.up.pt/>

Prof. Daniel Bessa
Prof. Álvaro Almeida
Prof. José Luís Alvim
Prof. Ramon O'Callaghan
Dr. Rui Coutinho

Qatar

Department of Strategic Planning
Planning & Statistics Authority
www.psa.gov.qa

Hissa Alassiry, Project Manager
Dr. Hasan Mahmoud Omari, Economic Development Expert

Romania

CIT-IRECSON Center of Technological Information, Bucharest
www.cit-irecson.ro

Mr. Bogdan Ciocanel, PhD, Director
Mr. Dan Grigore, Economist

Russia

Moscow School of Management SKOLKOVO
<https://school.skolkovo.ru/en/>

Dr. Andrey Shapenko, Associate Professor, Academic Director, MBA Programme
Mr. Vladimir Korovkin, Head of Digital and Innovations Research

Saudi Arabia

NCC, National Competitiveness Center
<https://www.ncc.gov.sa/en/Pages/default.aspx>

H.E. Dr. Eiman AIMutairi, CEO of National Competitiveness Center
Waleed AIRudaian, Vice President
Salman M. AITukhaifi, Director of Analytical Department
Deema Almudaheem, Project Manager
Abdulrahman AIGHamdi, Senior Analyst

Singapore

Singapore Business Federation
www.sbf.org.sg/

Ms. Cheryl Kong, Assistant Executive Director

Economics Division, Ministry of Trade and Industry, Singapore
www.mti.gov

Slovak Republic

F.A.Hayek foundation, Bratislava
<http://www.hayek.sk/>

Martin Reguli, M.A.

Slovenia

Institute for Economic Research, Ljubljana
<http://www.ier.si/>

Mr. Peter Stanovnik, PhD, Associate Professor
Ms. Sonja Ursic, M.A.

University of Ljubljana, Faculty of Economics
<http://www.ef.uni-lj.si/en>

Ms. Mateja Drnovsek, PhD, Full Professor
Mr. Ales Vahcic, PhD, Full Professor

South Africa

Productivity SA
<https://productivitysa.co.za/>

Mr Mothunye Mothiba, CEO
Dr Leroi Raputsoane, Chief Economist
Ms Juliet Sebolelo Mashabela, Economist

Spain

Spanish Confederation of Employers, Madrid
www.ceoe.es

Ms. Edita Pereira, Head of Economic Research Unit
Ms. Paloma Blanco, Economic Research Unit

Taiwan, China

National Development Council, Taipei
<http://www.ndc.gov.tw>

Ms. Kao, Shien-Quey, Deputy Minister
Ms. Wu, Ming Huei, Director of Economic Development
Department
Mr. Wang, Chen-Ya, Specialist

Thailand

Thailand Management Association (TMA), Bangkok
www.tma.or.th

Ms. Wanweera Rachdawong, Chief Executive Officer, TMA
Ms. Pornkanok Wipusanawan, Director, TMA Center for
Competitiveness
Mr. Nussati Khaneekul, Senior Manager, TMA Center for
Competitiveness

Turkey

TUSIAD, Turkish Industry and Business Association
Economic Research Department
www.tusiad.org

Gizem Öztok Altınışaç, Chief Economist
İsmet Tosunoğlu, Expert
Oğuzhan Çiğdem, Junior Expert

United Arab Emirates (UAE)

Federal Competitiveness & Statistics Authority (FCSA),
Dubai
<http://fcsc.gov.ae/>

Ukraine

International Management Institute (MIM-Kyiv)
<https://mim.kiev.ua/en>

Dr. Iryna Tykhomyrova, President
Dr. Volodymyr Danko, Professor
Ms. Oksana Kukuruza, External Relations Director

Venezuela

National Council to Investment Promotion (CONAPRI)
www.conapri.org

Mr. Juan Cabral, Executive Director
Ms. Jennyn Osorio, Manager of Economic Affairs
Ms. Lilian Zambrano, Manager of Legal Affairs

In challenging times, leadership matters

Arturo Bris
Director
IMD World Competitiveness Center

Christos Cabolis
Chief Economist
IMD World Competitiveness Center

José Caballero
Senior Economist
IMD World Competitiveness Center

Marco Pistis
Research Specialist
IMD World Competitiveness Center

1. Introduction

The IMD World Talent Ranking assesses the extent to which an economy develops its domestic talent pool while tapping into the overseas pipeline so as to be able to satisfy the market's demands for talent. In doing so, talent competitive economies bolster their overall competitiveness. While studying 64 economies, the ranking first evaluates an economy's efforts to boost its domestic talent (i.e., Investment and Development factor); second, its ability to retain the local talent while drawing from the international talent pool (i.e., Appeal factor); and third, the ranking traces the skills and competencies available in a particular economy (i.e., Readiness factor).






Since the onset of the COVID-19 crisis, talent competitiveness has experienced taxing circumstances. As we indicated in the 2020 edition of our Talent Raking, to sustain productivity under pandemic conditions, the level of workers' motivation was fundamental. This has been particularly challenging for those members of the workforce whose tasks have transitioned to a work-from-home model. The separation of individuals teleworking from their workplace has brought not only a degree of deterioration to the organizational culture but also has increased the distance among staff. In turn, such limited interaction with colleagues has negatively affected the employees' support network. In this context, the motivation of the workforce has been crucial requiring additional bolstering.

Indeed, this year's results show that talent-competitive countries display high levels of motivation among their workforce, which in turn increases the country's talent retention levels and its attractiveness for overseas talent.

The combination of competent organizational leadership and the quality of life a particular economy offers, largely has driven such levels of worker motivation. Among other contributing factors, we found the prioritization of staff training. Furthermore, through increasing talent retention and attractiveness, top-ranked countries find a balance between the effectiveness of their local talent force and appealing to international highly skilled staff. In doing so, they are better able to face any challenges arising from gaps between talent demands and talent availability. In addition, among highly competitive countries, it seems that policies adopted to address the pandemic have contributed to lessening any impact of brain drain on talent competitiveness. The latter is also grounded in the effectiveness of the healthcare system of a particular country.

In what follows, we trace the overall trends among the five most talent competitive countries identifying specific factors that have contributed to their success. Among other factors, we assess the impact of public expenditure on education and the effectiveness of the education system in meeting the talent demands on the overall talent competitiveness of those countries. In subsequent sections, we highlight the long-term trends displayed by the different regions covered in our study which show Western Europe's dominance of the talent ranking. In addition, we underline the fundamental role that leadership has played in increasing and sustaining the level of the workforce motivation under the current pandemic conditions.

Figure 1: IMD World Talent Ranking 2021, top 5 economies

Rank	Country	Change	Score
1	 Switzerland	—	100
2	 Sweden	▲ 3	90.611
3	 Luxembourg	—	88.344
4	 Norway	▲ 3	87.646
5	 Denmark	▼ 3	86.455

2. Top 5 economies, highlights

Switzerland remains in the leading position in the IMD World Talent Competitiveness Ranking as a result of its sustained performance in all talent-competitiveness factors. It is 1st in Investment & Development and in Appeal, taking 3rd position in Readiness. At the indicator level, the country's performance is strongly supported by public expenditure in education, the implementation of apprenticeships, the prioritization of employee training and the overall effectiveness of the health system.

Switzerland remains attractive for overseas highly skilled personnel and experiences weak brain drain effects (i.e. brain drain does not hinder the country's competitiveness). The combination of a high quality of life and work environment combined with highly available opportunities to further develop work-related skills contribute to high levels of worker motivation. The readiness of the country to meet talent demands is underlined by the effectiveness of its education system (e.g., university education and student mobility) and the type of skills and competencies it offers (e.g., skilled workforce, finance skills and senior managers with international skills) as a result of that effectiveness.

Sweden moves up to 2nd place (from 5th) on the back of improvements in its performance in Appeal (3rd, up from 4th) and Readiness (4th, up from 11th); it remains in 7th position in Investment & Development. The implementation of apprenticeship schemes, the private sector's prioritization of staff training and the effectiveness of the health system have strongly added to the country's performance in the Investment & Development factor.

Similarly, Sweden's quality of life and perceptions about the fairness of institutions (e.g. the justice system) boost its attractiveness and retention of talent, and contributes to the overall level of motivation among the workforce, which in turn heightens its performance in the Appeal factor. Additionally, under Appeal, Sweden shows low brain-drain impact. In terms of the advances in the Readiness factor, the main contributors are Sweden's performance in the PISA educational assessment, the availability of skilled labor, finance skills and competent senior managers as well as managers with international experience.

Luxembourg remains in 3rd place with a strong performance in Investment & Development and Appeal factors – 2nd in both. At the indicator level, Luxembourg's performance is sustained by a strong performance in total public expenditure on education (per student), the quality of education (measured by pupil-teacher ratio, 1st in primary education and 8th in secondary), and to a lesser extent the implementation of apprenticeships (15th up from 22nd) and employee training (11th up from 13th). Similarly to Switzerland and Sweden, Luxembourg's Appeal is enhanced by the high quality of life that it offers combined with the reduced impact of brain drain and the availability of foreign highly skilled personnel. In addition, the motivation

of the labor force, as well as perceptions about the fairness of the administration of justice, contribute to the country's appeal.

Norway rises from 7th position to 4th. Its advancement in the Appeal (from 10th to 4th) and Readiness (from 20th to 12th) factors as well as the stable performance in Investment & Development (remaining in 5th), lead to such an increase in the overall talent competitiveness ranking. The total public expenditure on education (per student, 4th), the quality of education (measured by pupil-teacher ratio in primary education, 5th) and the effectiveness of the health infrastructure enables Norway to maintain its position in Investment & Development.

In relation to the Appeal factor, improvements in attracting and retaining talent, worker motivation, brain drain, quality of life and the availability of foreign highly skilled personnel as well as the fair administration of justice and measures of environmental protection (i.e. exposure to particle pollution), lead to a stronger performance in this factor. Norway's improvement in Readiness is mainly due to its performance in measures of the effectiveness of the education system (if it meets the needs of the business community, 6th in primary and secondary education, 5th in university education and 3rd in management education) and the availability of skilled workforce, finance skills and competent senior managers.

In the overall ranking, Denmark declines three places to 5th position. Despite the decline, the country performs strongly in the Investment & Development (3rd) and Readiness (8th) factors. The main contributors to Investment & Development are the total public expenditure on education (per student, 6th), the implementation of apprenticeship programs (4th), prioritization of employee training (2nd), the female labor force level (12th), and the effectiveness of the health system (2nd). With regards to Readiness, the effectiveness of the education system at the primary and secondary level (3rd), university education (3rd) and management education (2nd) greatly contribute to the country's performance in this factor. In addition to the effectiveness of education in satisfying the demands for talent, the type of skills and competencies available (e.g. 5th in skilled labor, 4th in finance skills and 2nd in language skills) boost Denmark's readiness. In terms of Appeal (18th), a robust performance in attracting and retaining talent (2nd), worker motivation (1st), the effect of brain drain (5th) and quality of life (4th) is offset by the level of collected personal income tax (63rd) and a high cost of living (50th).

3. Long-term regional trends

Figure 2 depicts the evolution of the regional trends for the last five years, 2017-2021. During that period, Western European economies dominate the talent ranking with a significant difference from Eastern Asian economies.

The latter realized a slight increase exchanging second place with North America which experienced a decline. Conversely Ex-CIS & Central Europe as well as South America have much room for improvement.

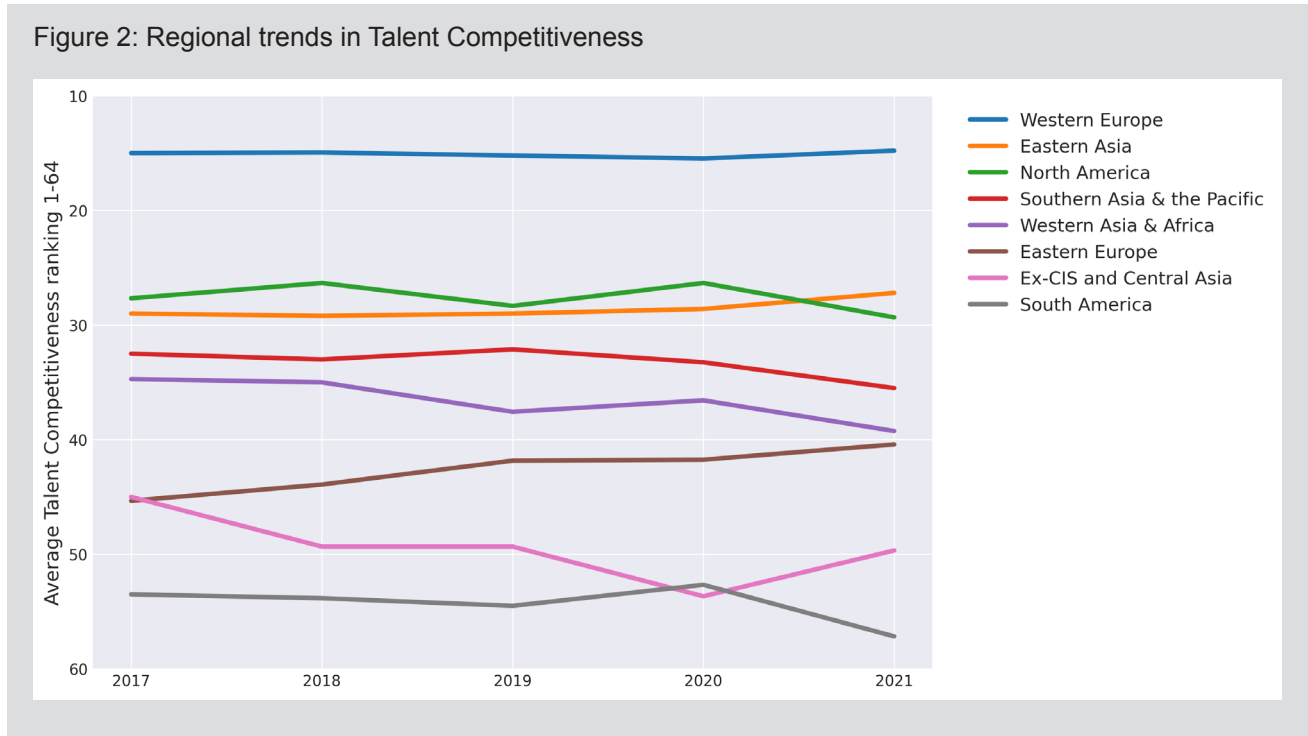
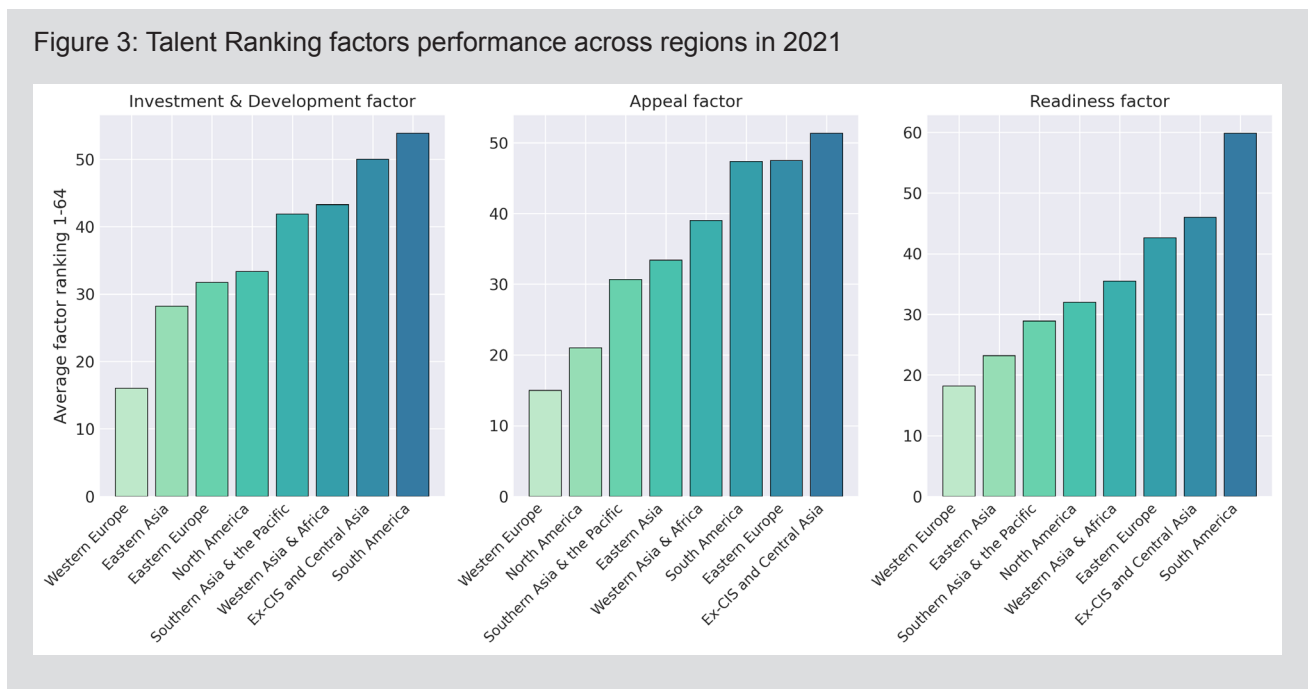


Figure 3 outlines the prevailing strength that Western European economies enjoy in all the factors under consideration. Eastern Asian economies follow in Investment & development as well as the Readiness factors showcasing the importance that these economies place in education and the development on the local talent.

The performance of Eastern Asia, in addition, benefits from a robust alignment between the graduates from all levels of education and the needs of a competitive market. North America takes the second place in the Appeal factor outlining the attractiveness that USA and Canada for the international talent pool for skilled labor.



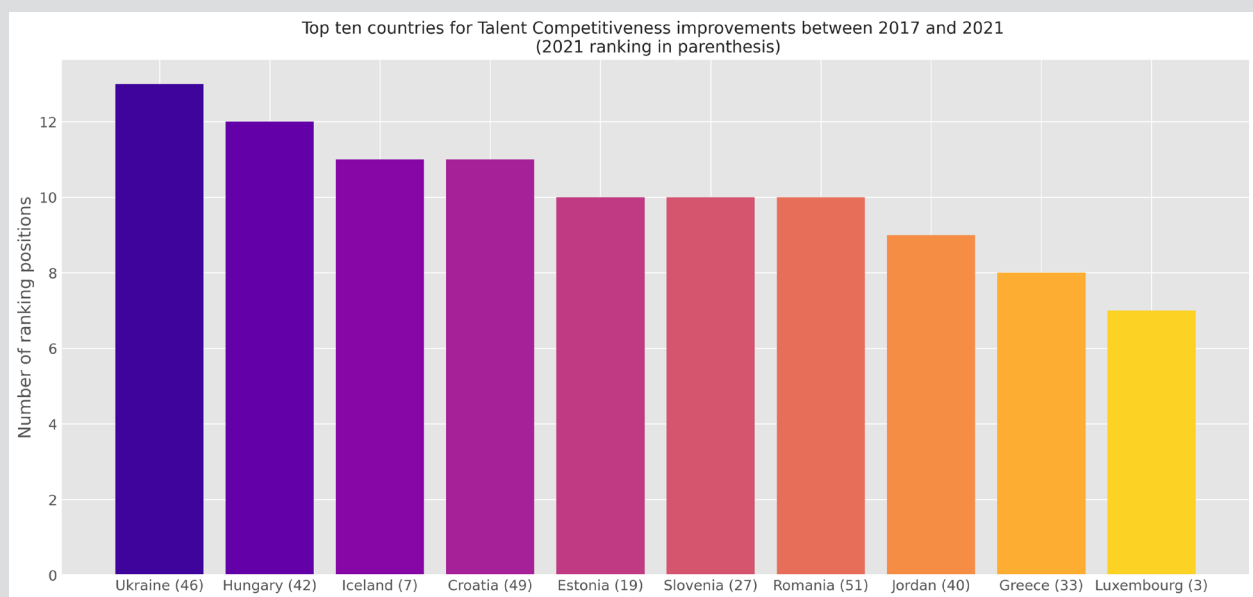
The asymmetries we discussed in the past with respect to the performance of Eastern Europe and Southern Asia and the Pacific remain. Thus, the Eastern European economies place a strong emphasis in education and development of local talent (Investment and Development factor, 3rd out of 8 subregions). Yet, they are not able to retain that talent nor to appeal to the international talent pool for their talent needs (Appeal factor, 7th; Readiness factor, 6th).

In comparison, the Southern Asia and the Pacific subregion performs below the average in the development of local talent (Investment and Development factor, 5th). The fact that the subregion manages to attract high skilled talent from the international pool (Appeal, 3rd), safeguards

the skills and competences that are needed in their local job market (Readiness, 3rd). Both subregions, Eastern Europe and Southern Asia and the Pacific, however, neglect the balance between the development and retention of their domestic talent and the enticement of the international talent pool, which much benefits competitive regions.

There are some success stories that need to be highlighted. Over the past five years, six out of the ten most-improved economies in terms of talent competitiveness are Central/Eastern European economies. Ukraine, Hungary, Croatia, Estonia, Slovenia and Romania gained each at least ten places between 2017 and 2021 (**Figure 4**).

Figure 4: Top 10 improvements 2017-2021



Ukraine is the country that has improved the most, rising 13 places to 46th in 2021. This improvement comes from strengthening the Investment & Development factor from 35th in 2017 to 26th now, as well as the Readiness factor that rose from 60th to 44th in the same period.

Estonia joined the group of the top 20 most competitive economies in talent reaching 19th place in 2021. Such an advancement emerges from its increasing appeal for the international talent pool (from 38th in 2017 to 20th

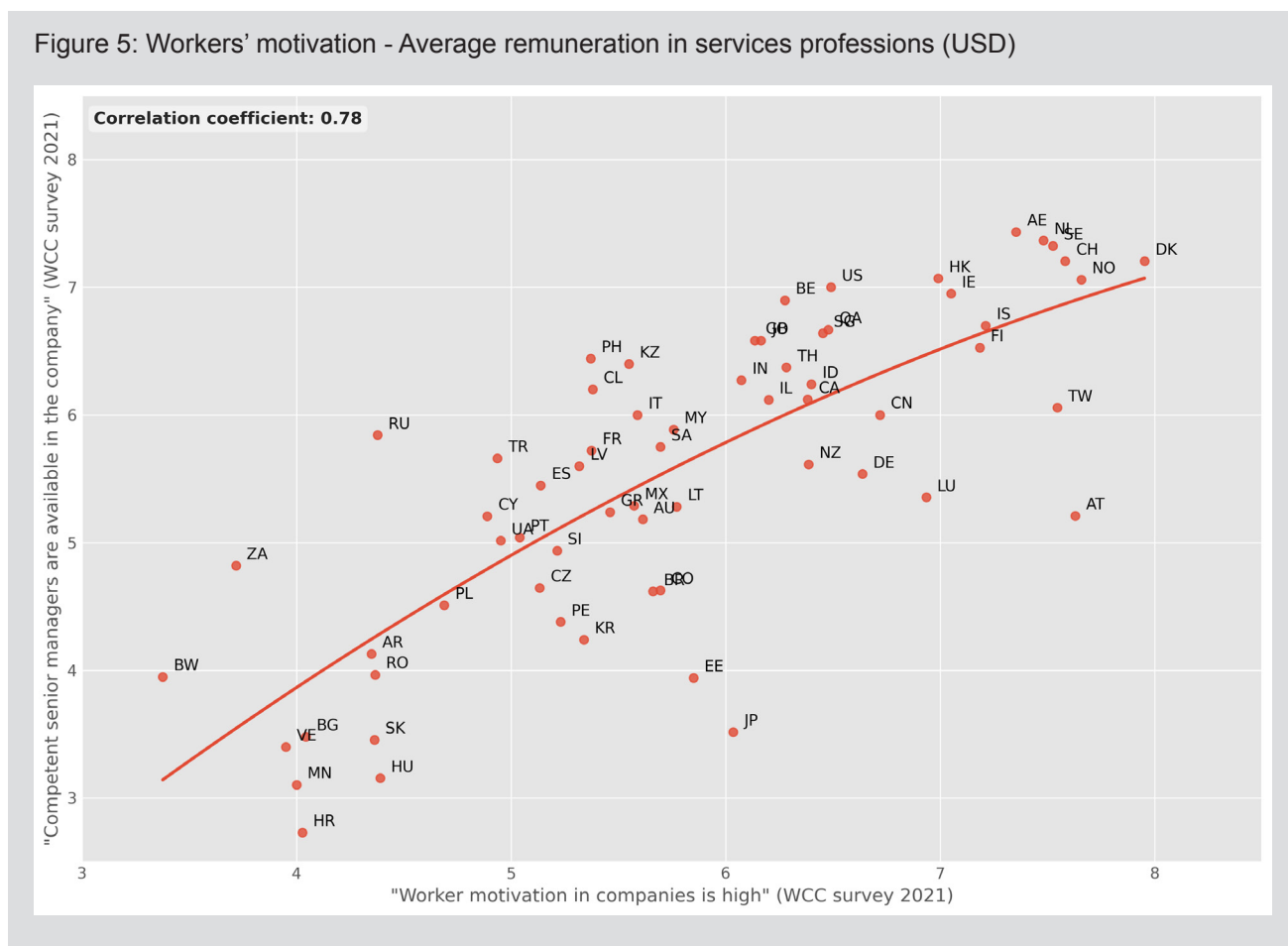
in 2021) while ensuring that its ranking in Investment and Development of the local talent remains strong. This, in turn, facilitates the availability of the level of skills and competences needed in the local competitive market, which is reflected in Estonia's performance in the Readiness factor moving from 35th to 29th during the same period.

4. The importance of leadership

One of the most affected economic areas from COVID-19 worldwide is the labor market. Concepts like ‘teleworking’ and ‘home-office’ have become part of every position that the skills and competences required can be performed from a distance. In addition, phenomena like “The Great Resignation” and a general shift in preferences of workers towards a more flexible work-life balance have become key documented trends in many of the largest economies in the world. In this hybrid environment of working from home for some employees while others, because of the nature of their tasks, need to be on-site, the decline of organizational and operational culture has been noted. Therefore, since the aftermath of the first pandemic wave, workers’ motivation has become an increasingly important element for companies to assess and consider in order to attract and retain talent.

Indicators included in the Talent Ranking 2021 show that the average worker’s motivation is increasingly linked to the quality of life of the country in which they live, as opposed to the level of remuneration they are offered. **Figure 5** depicts the relationship between the average remuneration in services and the responses by mid- and upper-level executives on whether workers’ motivation is high. The correlation is positive implying that countries with high salaries are the ones that the executives perceive the work force as highly motivated as well.

Figure 5: Workers’ motivation - Average remuneration in services professions (USD)



Alternatively, **Figure 6** focuses on the relationship between workers’ motivation and quality of life. It shows that the countries that are characterized by high quality of life, are also the countries that its work force is highly motivated. In fact, the positive relationship is very strong with a correlation coefficient equal to 0.80.

A fundamental question in this context is whether managers can affect the levels of motivation, so as to assess other contributing factors beyond country specific such as the quality of life. We attempt to identify criteria that can approximate the leadership capabilities of managers.

Two such criteria are the competence of executives as well as their international experience.

The underlying thought is that competent managers can reflect upon the new working realities and address the potential issues of organizational discontent. This in turn, will foster a more motivated labor force. **Figure 7** shows that countries that are characterized by competent managers are also the countries with high workers’ motivation (correlation coefficient equal to 0.78).

Figure 6: Workers' motivation - Quality of life

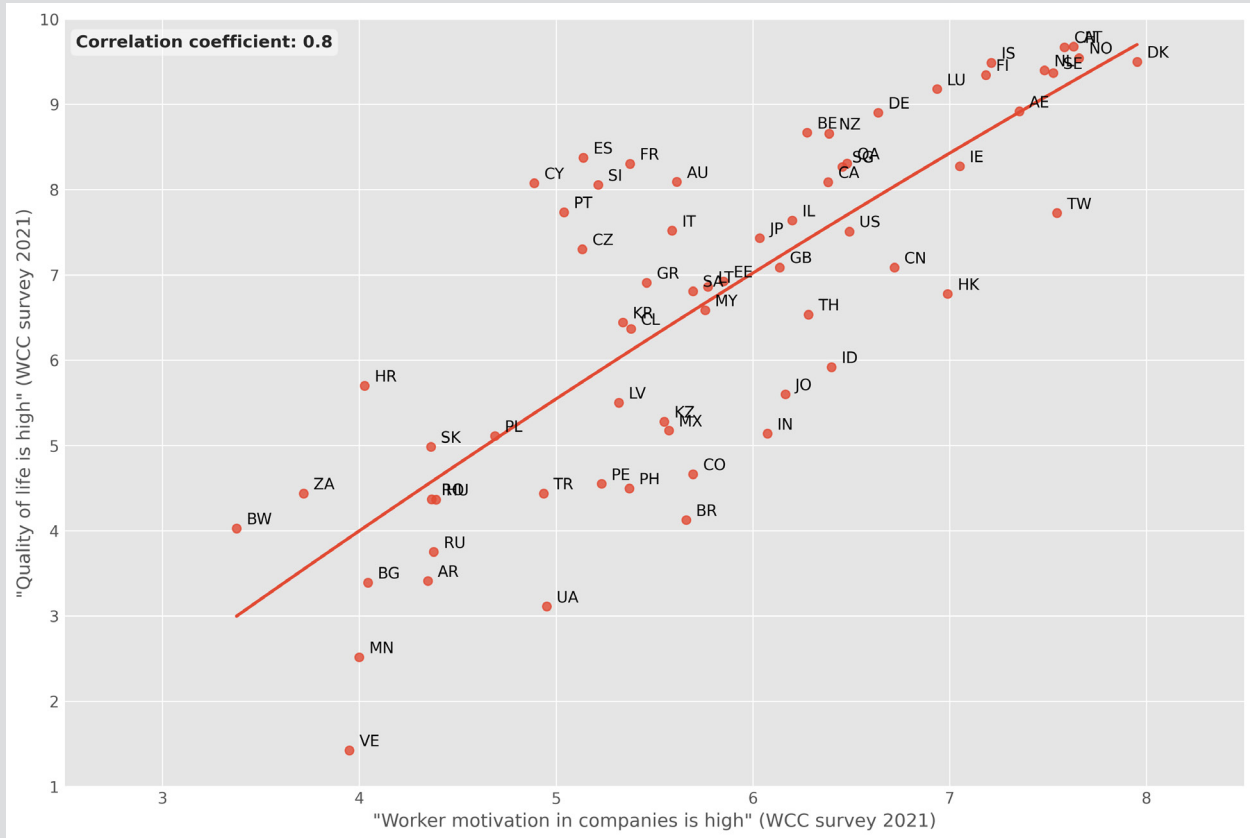


Figure 7: Workers' motivation - Competent senior managers

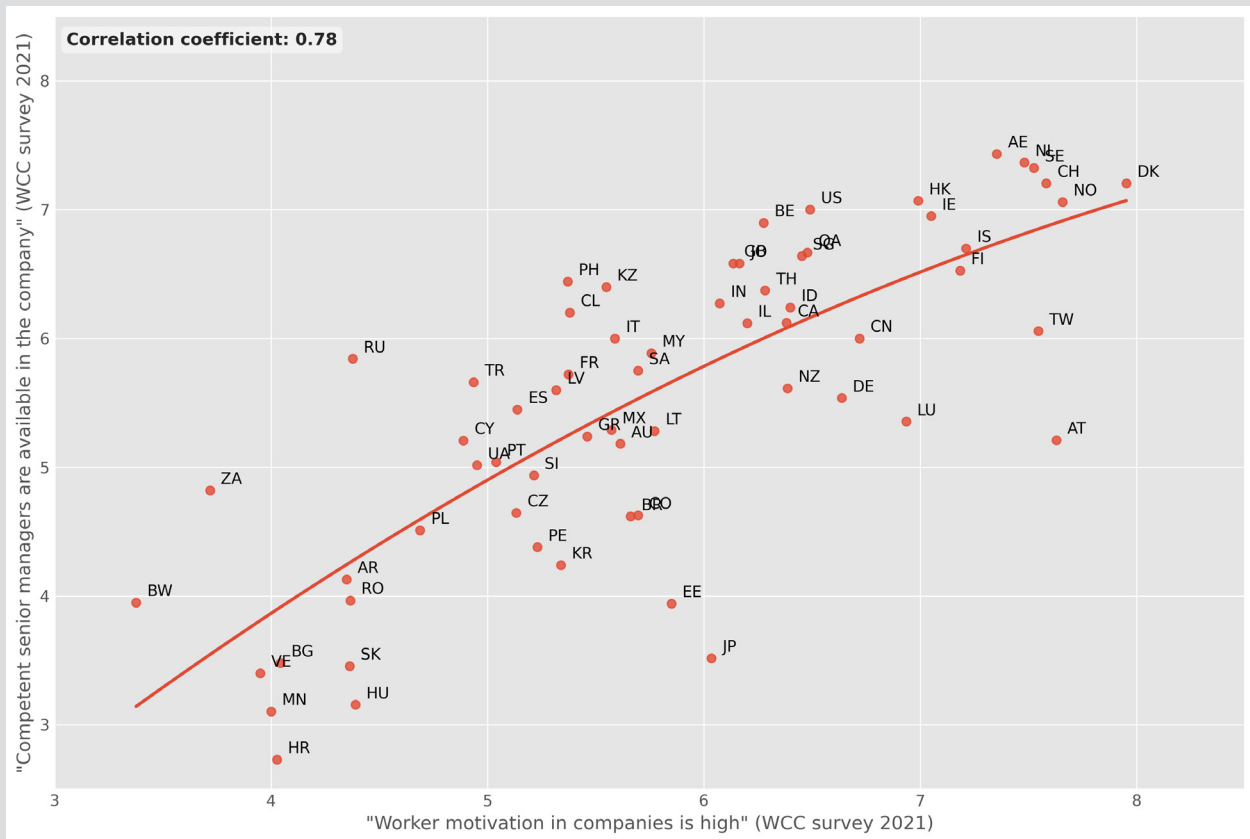


Figure 8: Workers' motivation – Management Education is satisfactory

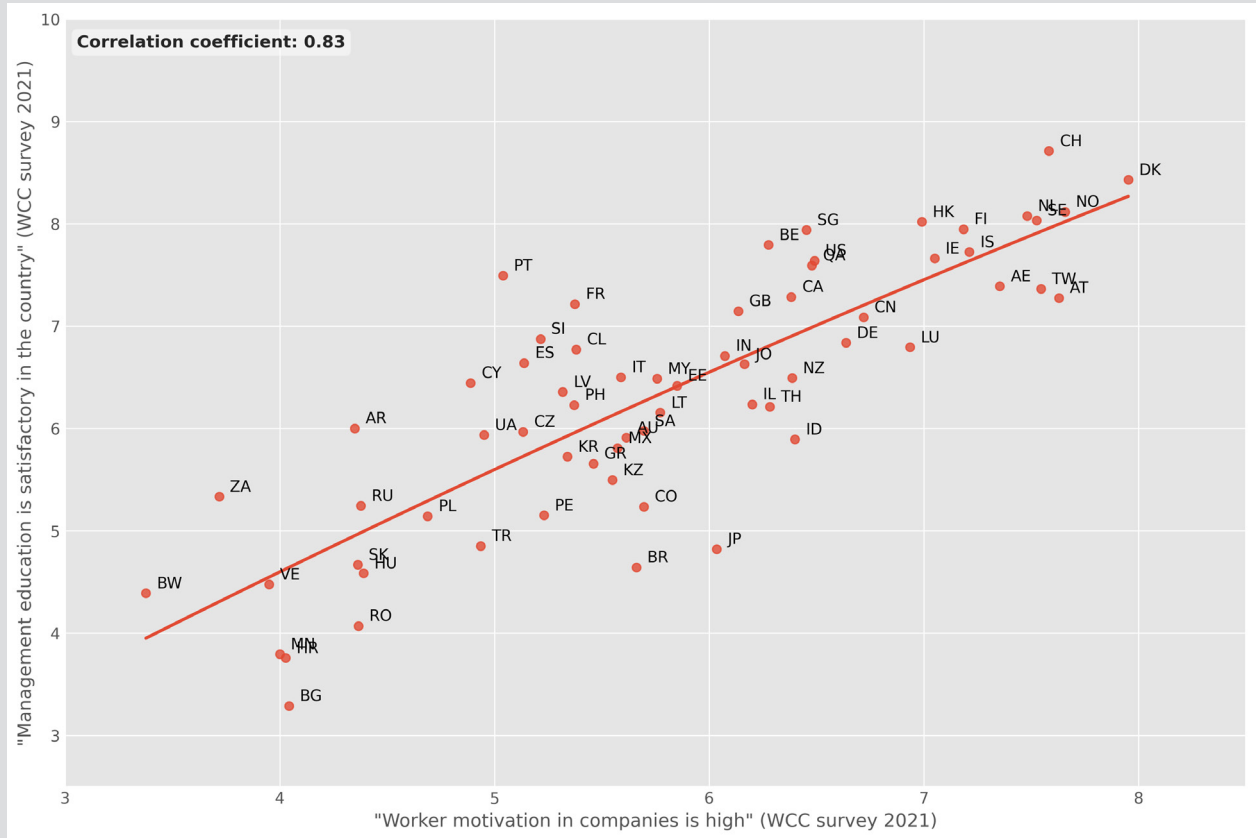
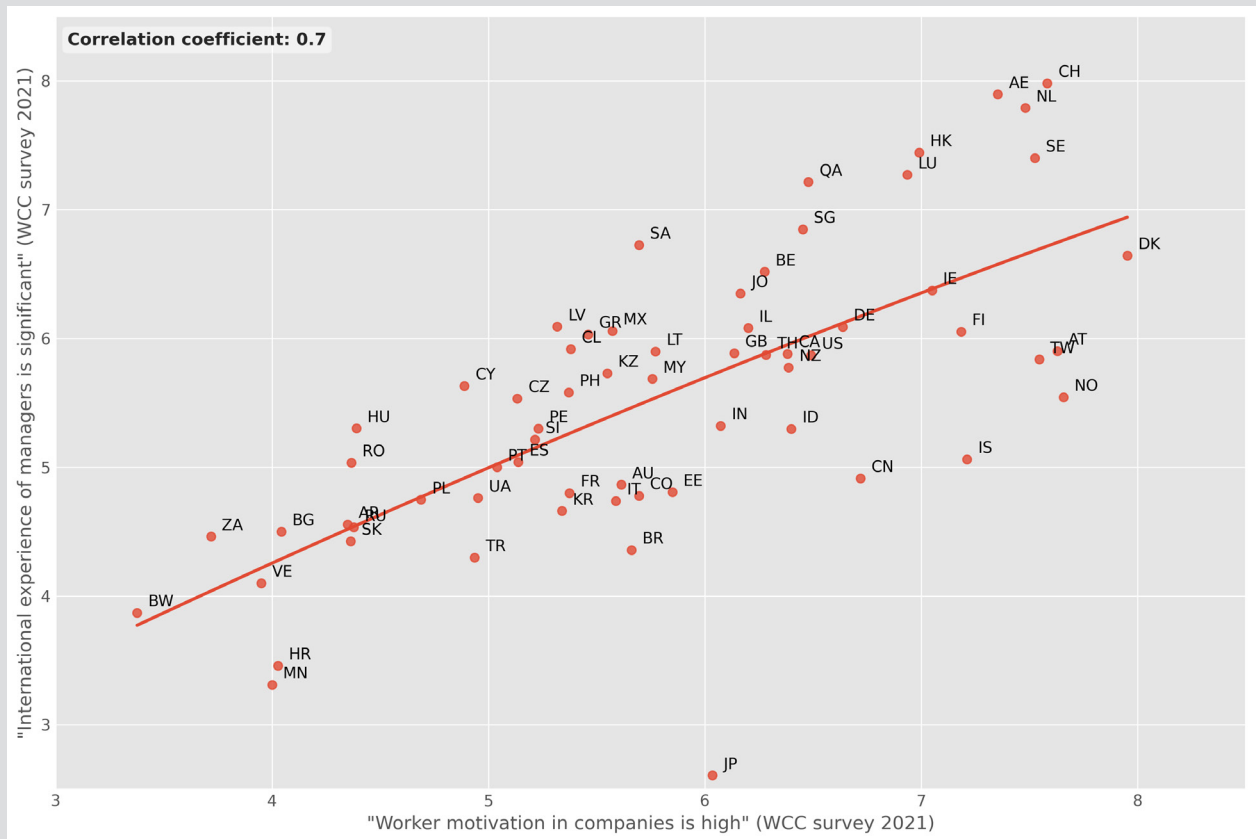


Figure 9: Workers motivation - International experience of managers



Undoubtedly, the competence of managers depends on the levels of education and experiences they have. **Figure 8** presents the relationship between workers' motivation and whether the management education in the country is satisfactory. The figure depicts a strong positive relationship implying that countries characterized by high levels of management, and therefore countries that prepare more adequately their managers for the challenges they may face, are also the countries with high levels of workers' motivation.

One additional criterion that provides further indication of the competences of managers is their exposure to other countries, cultures and practices. This allows managers to compare and contrast their managerial approaches within a broader framework, a capacity that is important in relation

to the levels of motivation as well. **Figure 9** describes this strongly positive relationship.

To summarize, we show that countries with strong management leadership (assessed by their competences, the quality of management studies, and international exposure) are the ones in which workers' motivation is high and therefore guarantee the retention and attraction of highly skilled employees.

Concluding remarks

Regional trends have shown that the talent raking is dominated by countries from Western Europe. The trends also highlight the increasing levels of talent competitiveness among several Central/Eastern European economies and the continuous stagnation experienced by countries from the South American region.

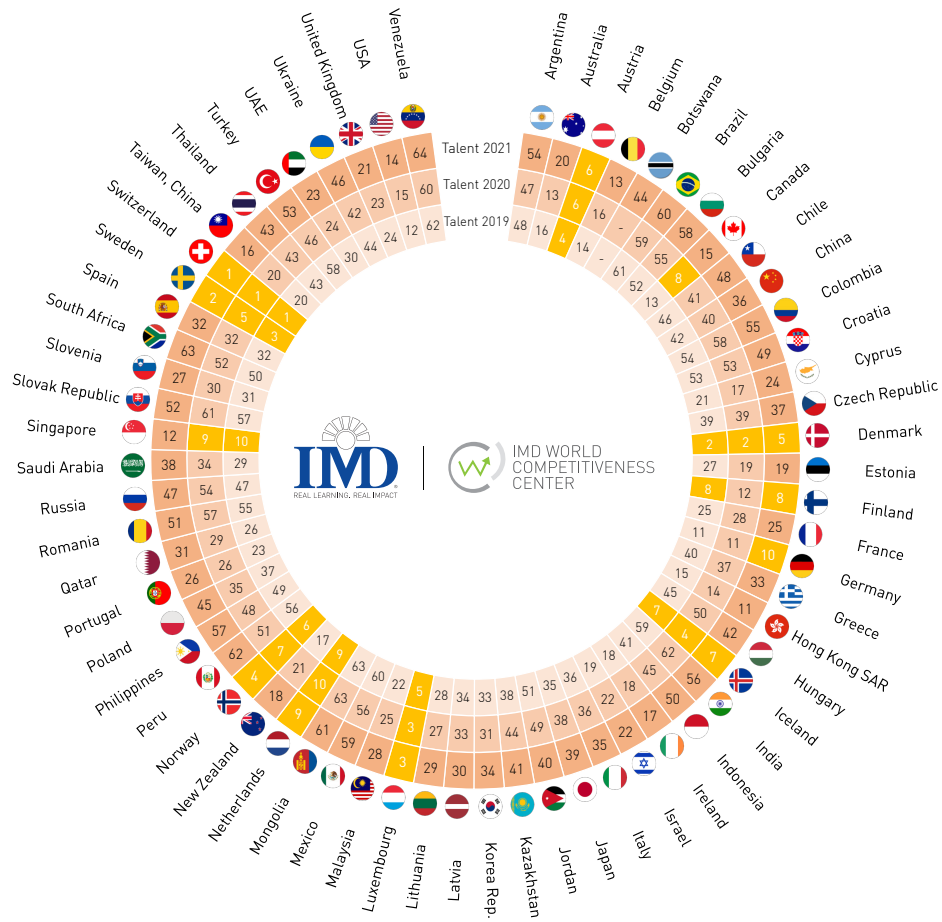
Our results this year, in addition, show that the level of worker motivation is fundamental for talent competitiveness. The boosting of that motivation goes beyond economic incentives such as remuneration and is increasingly linked to a country's quality of life. Results also emphasize the impact of organizational leadership in cementing the motivation among members of the workforce. We have seen, for example, how the competence and international experience of managers sustain that motivation. Other contributing factors to worker motivation in highly talent-competitive countries include retraining opportunities for staff members.

Additionally, trends among top-ranked economies indicate that talent competitiveness greatly relies on striking a balance between the development and retention of domestic talent, and continuously attracting overseas talent. The balance is located at the point in which an economy whose talent pool cannot meet the demand for

particular skills or competencies, is able to tap into the overseas pipeline to do so. Trends among top-ranked countries, also highlight the possible role that the adoption of particular policies to counteract the effect of the COVID-19 crisis have had in reducing the threats that brain drain presents to talent competitiveness. Furthermore, the overall strength of the health system greatly contributes to the level of talent competitiveness.

To conclude, it is important to emphasize that success in a post-pandemic context will greatly depend on the level of motivation of the workforce. In such a context, therefore, the interconnection between organizational leadership and worker motivation will remain all the more essential for talent competitiveness.

Appendix 1: Overall ranking change per country, 2019-21



Appendix 2: Composition of sub-regions and regions

Western Europe	<ul style="list-style-type: none"> ▪ Austria ▪ Belgium ▪ Cyprus ▪ Denmark ▪ Finland ▪ France ▪ Germany ▪ Greece ▪ Iceland ▪ Ireland 	<ul style="list-style-type: none"> ▪ Italy ▪ Luxembourg ▪ Netherlands ▪ Norway ▪ Portugal ▪ Spain ▪ Sweden ▪ Switzerland ▪ United Kingdom 	Europe, Middle East & Africa
Eastern Europe	<ul style="list-style-type: none"> ▪ Bulgaria ▪ Czech Republic ▪ Estonia ▪ Croatia ▪ Hungary ▪ Lithuania 	<ul style="list-style-type: none"> ▪ Latvia ▪ Poland ▪ Romania ▪ Slovenia ▪ Slovak Republic ▪ Ukraine 	
Western Asia & Africa	<ul style="list-style-type: none"> ▪ Botswana ▪ Israel ▪ Jordan ▪ Qatar 	<ul style="list-style-type: none"> ▪ Saudi Arabia ▪ South Africa ▪ Turkey ▪ UAE 	
Ex-CIS & Central Asia	<ul style="list-style-type: none"> ▪ Kazakhstan ▪ Mongolia 	<ul style="list-style-type: none"> ▪ Russia 	
Eastern Asia	<ul style="list-style-type: none"> ▪ China ▪ Hong Kong SAR ▪ Japan 	<ul style="list-style-type: none"> ▪ Korea Rep. ▪ Taiwan, China 	Asia & Pacific
Southern Asia & The Pacific	<ul style="list-style-type: none"> ▪ Australia ▪ India ▪ Indonesia ▪ Malaysia 	<ul style="list-style-type: none"> ▪ New Zealand ▪ Philippines ▪ Singapore ▪ Thailand 	
North America	<ul style="list-style-type: none"> ▪ Canada ▪ Mexico 	<ul style="list-style-type: none"> ▪ USA 	The Americas
South America	<ul style="list-style-type: none"> ▪ Argentina ▪ Brazil ▪ Chile 	<ul style="list-style-type: none"> ▪ Colombia ▪ Peru ▪ Venezuela 	

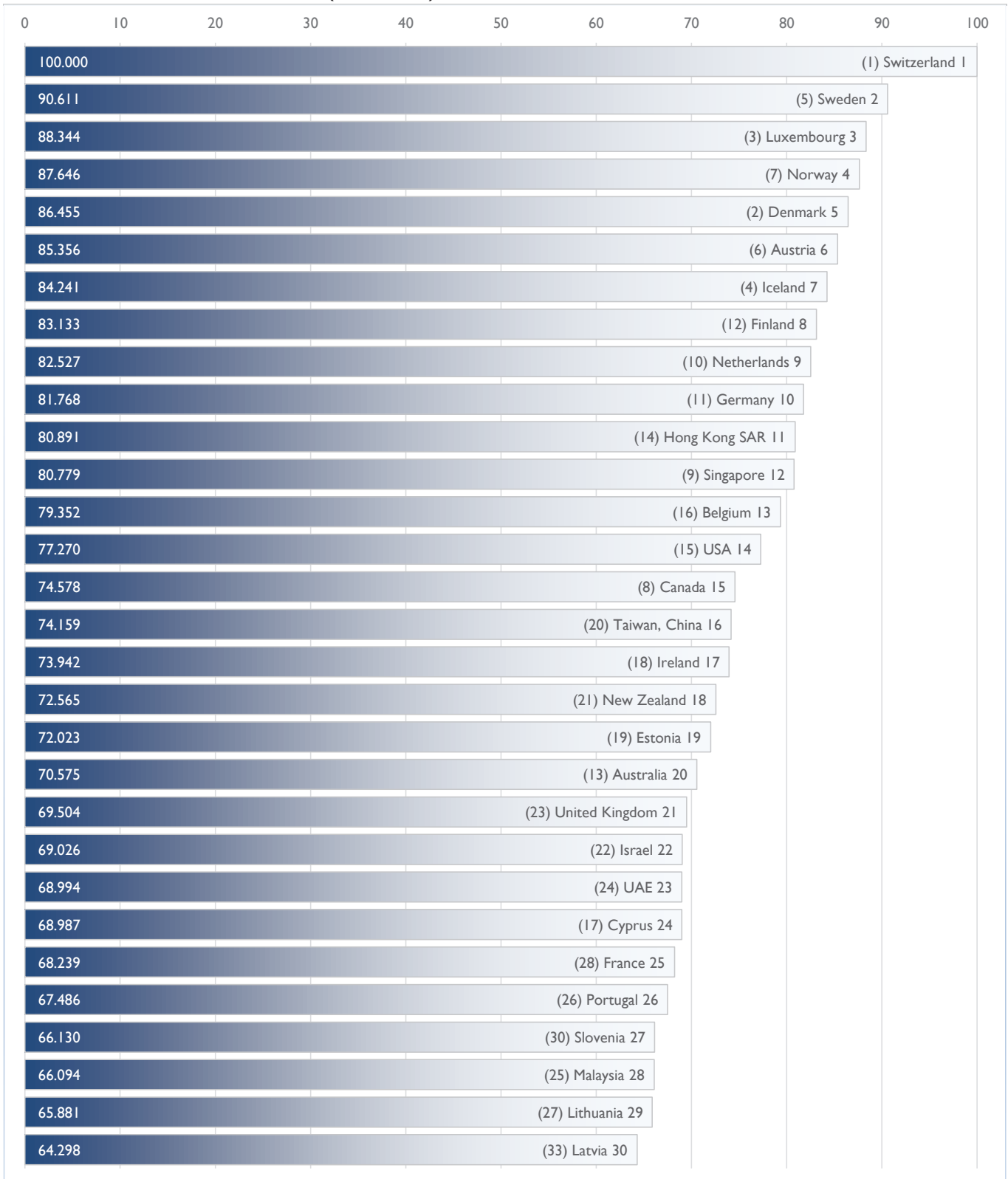
IMD WORLD TALENT RANKING 2021

All data are available from the
[World Competitiveness Online](#)

Visit our eShop
www.wcceshop.org

The 2021 IMD World

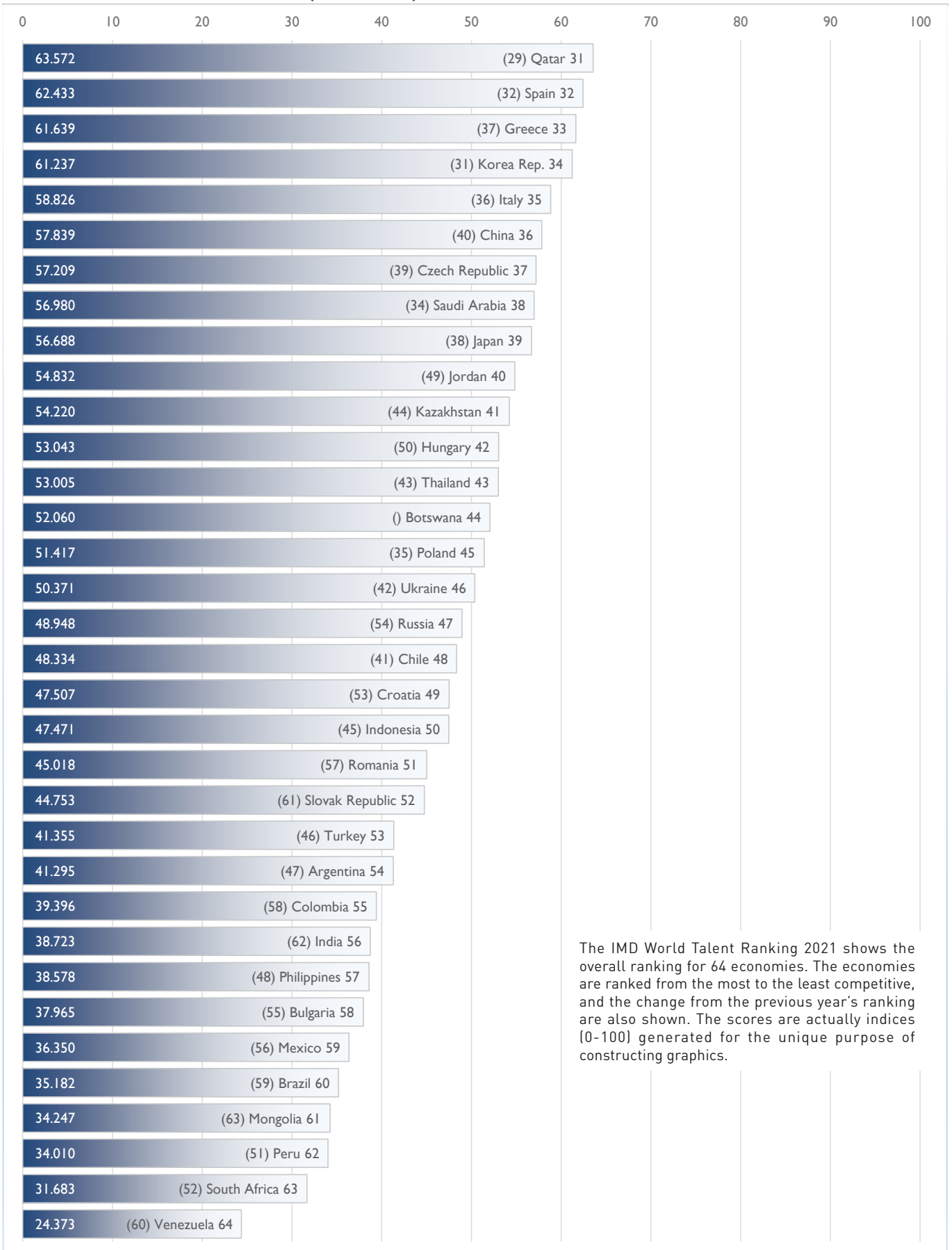
Talent COMPETITIVENESS RANKING (Ranks 1 - 30)



(2020 rankings are in parentheses)

Talent Ranking

Talent COMPETITIVENESS RANKING (Ranks 31 - 64)



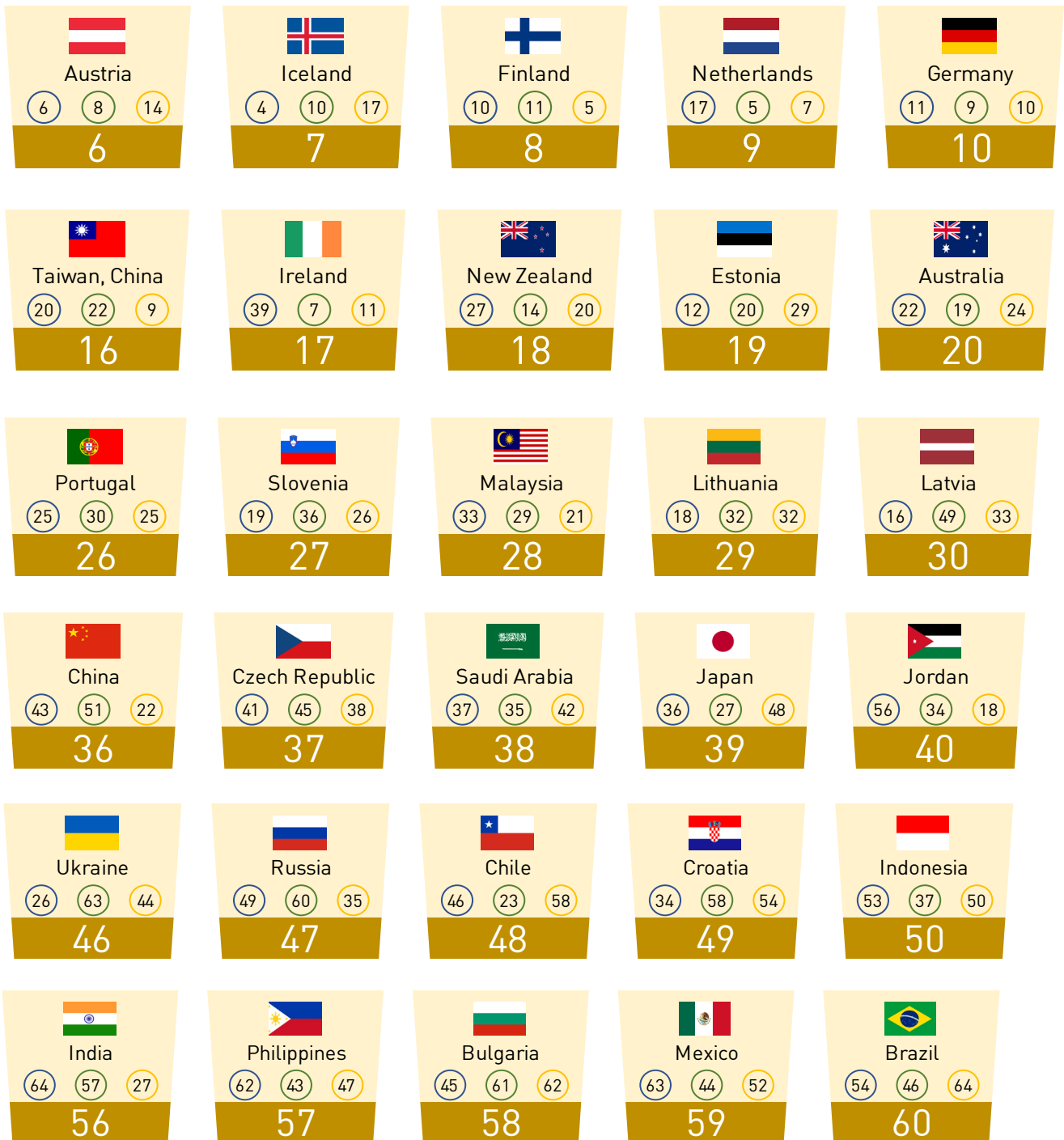
The IMD World Talent Ranking 2021 shows the overall ranking for 64 economies. The economies are ranked from the most to the least competitive, and the change from the previous year's ranking are also shown. The scores are actually indices (0-100) generated for the unique purpose of constructing graphics.

(2020 rankings are in parentheses)

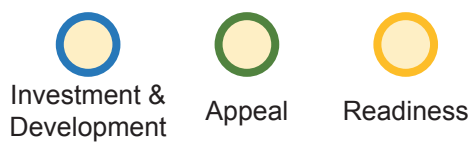
Overall and Factor



Rankings 2021



The IMD World Talent Ranking
Assesses the extent to which nations develop, attract and retain talent for enterprises operating in those economies

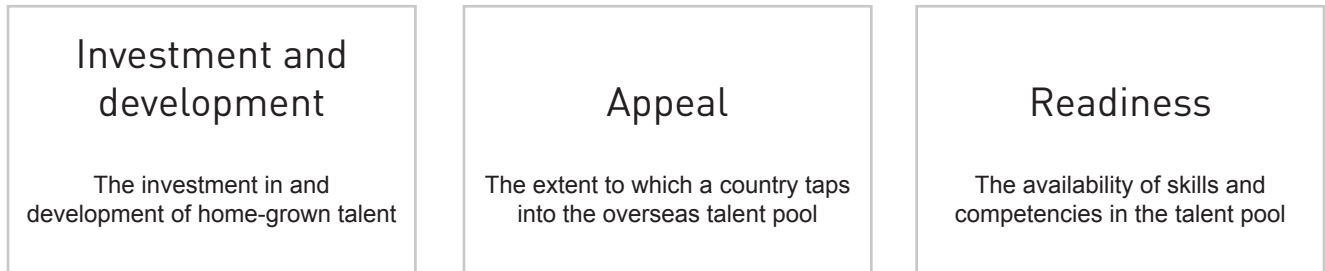


Methodology in a Nutshell

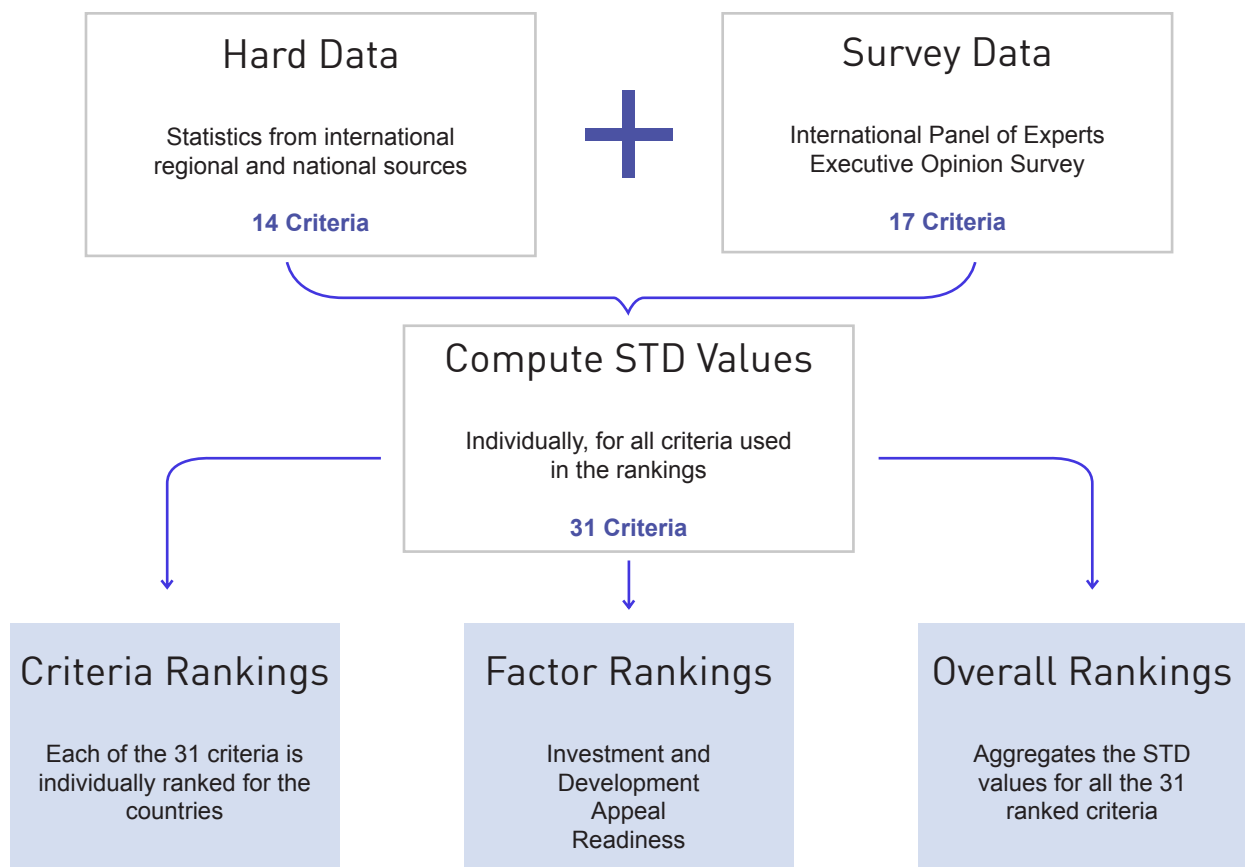
1. The IMD World Talent Ranking (WTR) assesses the status and the development of competencies necessary for enterprises and the economy to achieve long term value creation. It does so by using a set of indicators which measure the development, retention and attraction of a domestic and international highly-skilled workforce.
2. Based on our research, the methodology of the World Talent Ranking defines Talent Competitiveness into three main factors:
 - Investment and Development
 - Appeal
 - Readiness
3. These 3 factors comprise 31 criteria, although each factor does not necessarily have the same number of criteria (for example, it takes more criteria to assess Readiness than to evaluate Investment and Development).
4. Each factor, independently of the number of criteria it contains, has the same weight in the overall consolidation of results that is $1/3$ ($3 \times 33.3 \sim 100$).
5. Criteria can be hard data, which analyze talent development as it can be measured (e.g. Total Public Expenditure on Education) or soft data, which analyze the quality of these investments as they can be perceived (e.g. Management Education).
6. Finally, to compute the overall World Talent Ranking, we aggregate the criteria to calculate the scores of each factor which function as the basis to generate the overall ranking.

What is the IMD World Talent Ranking?

World Talent Ranking Factors

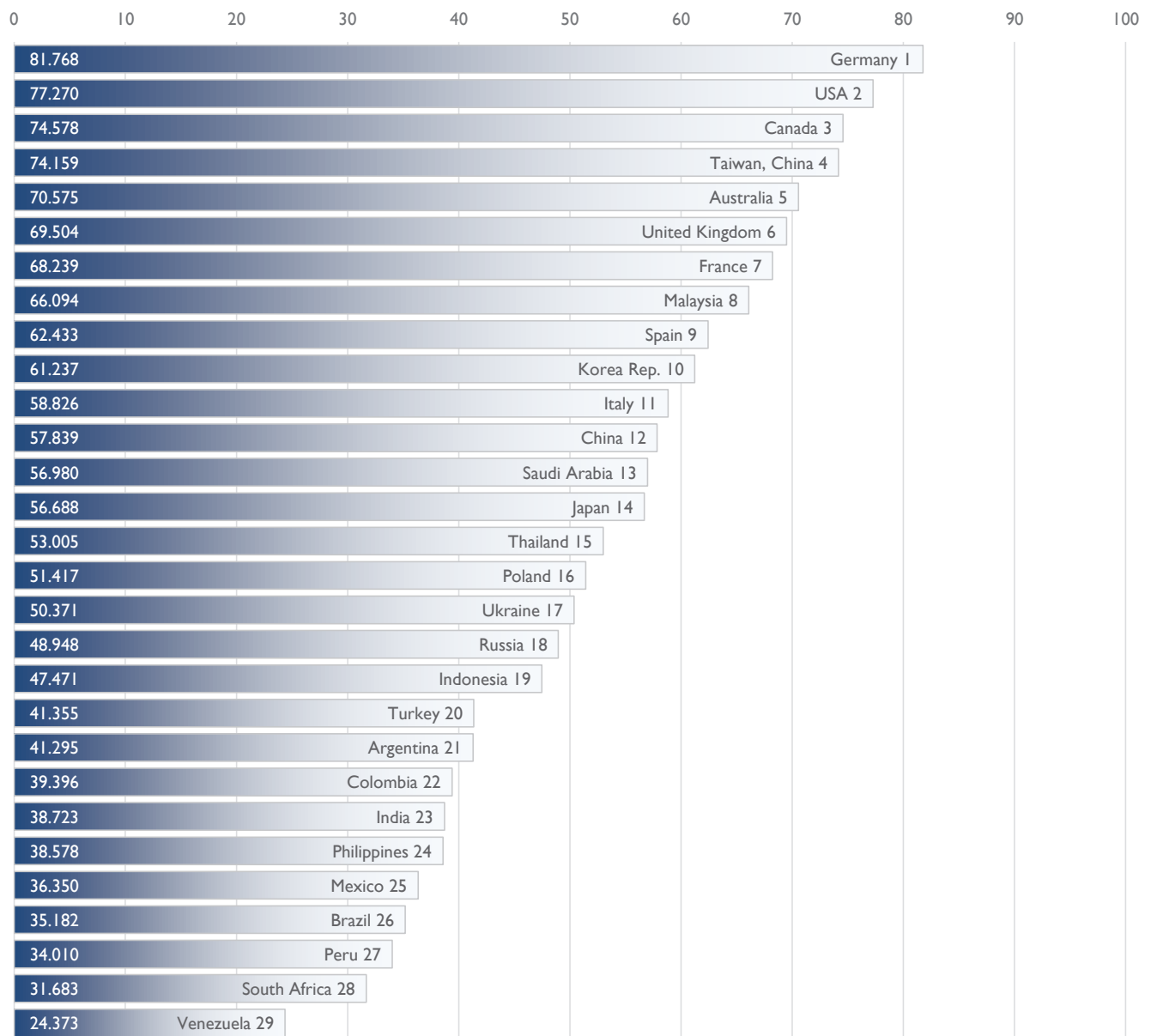


Computing the Rankings

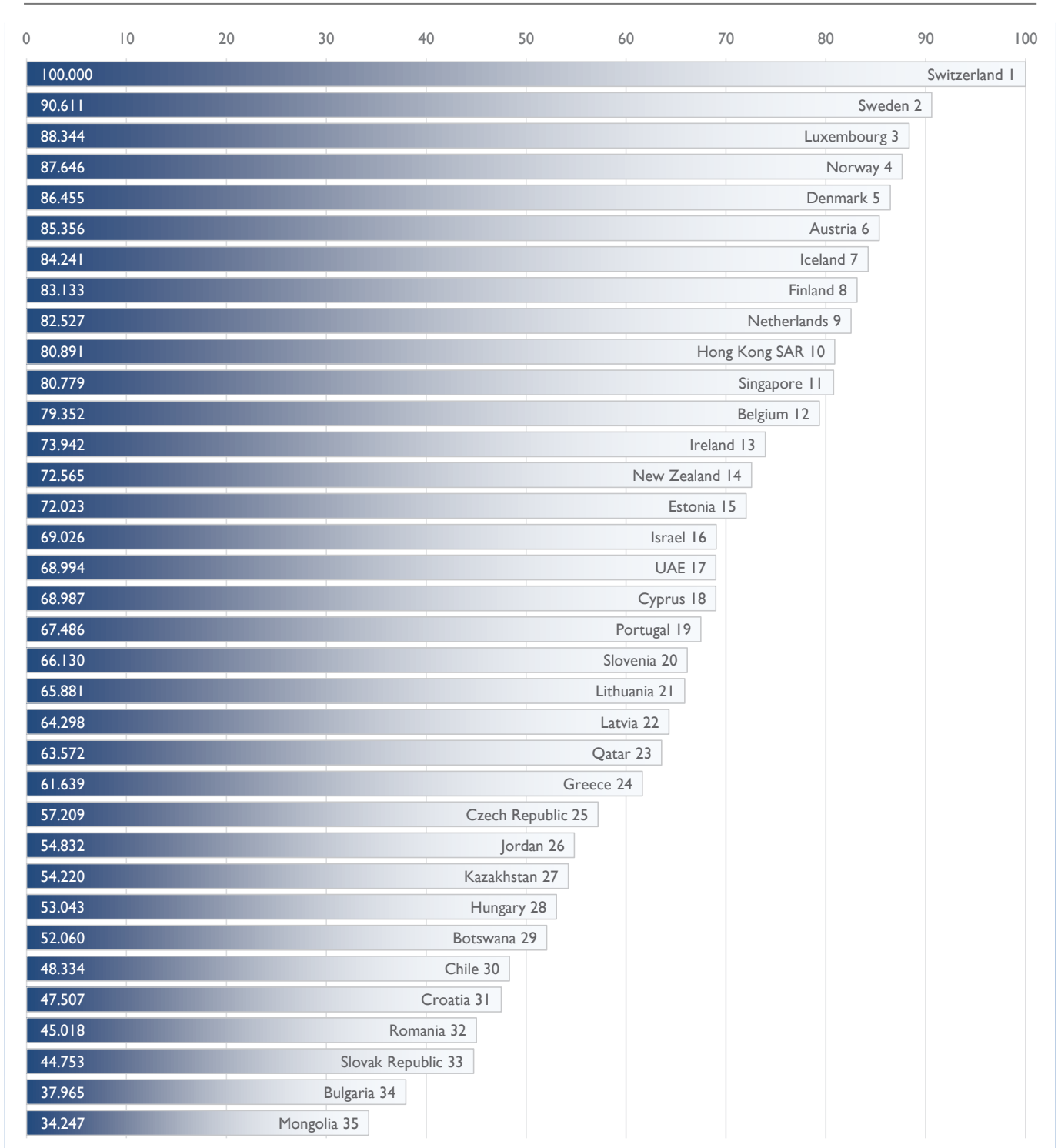


The 2021 IMD World Talent Rankings: Selected Breakdowns

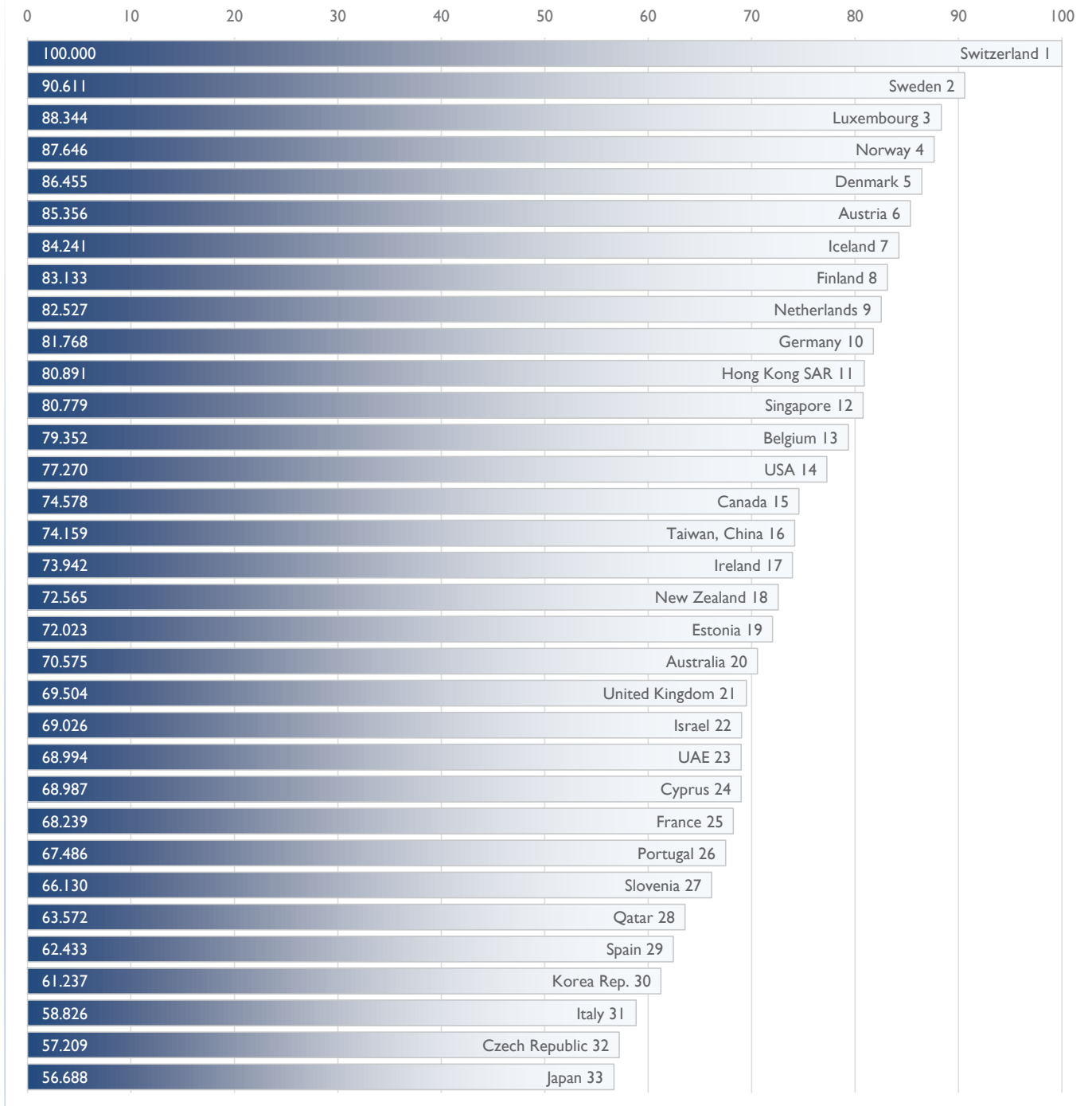
Populations greater than 20 million



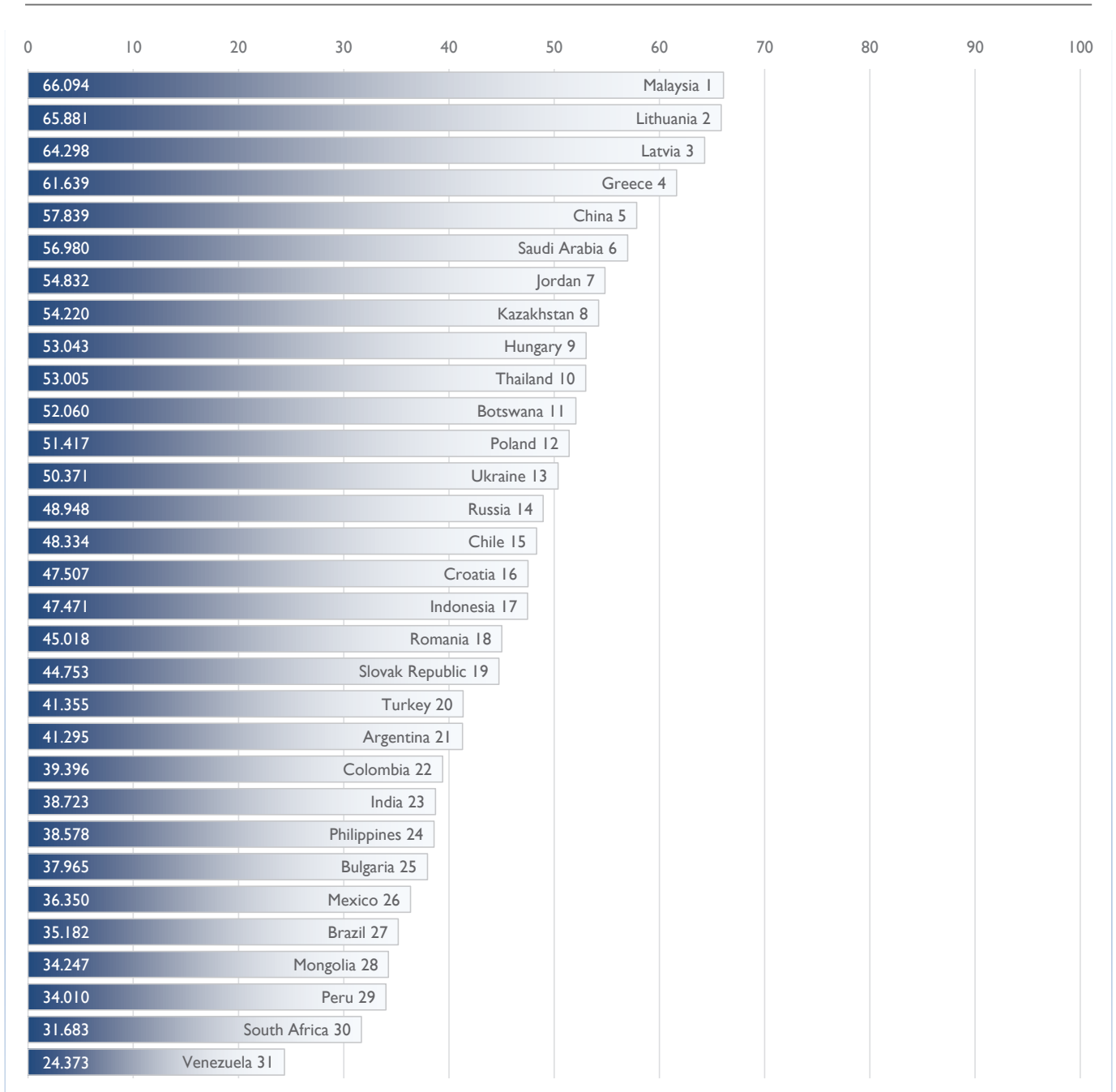
Populations less than 20 million



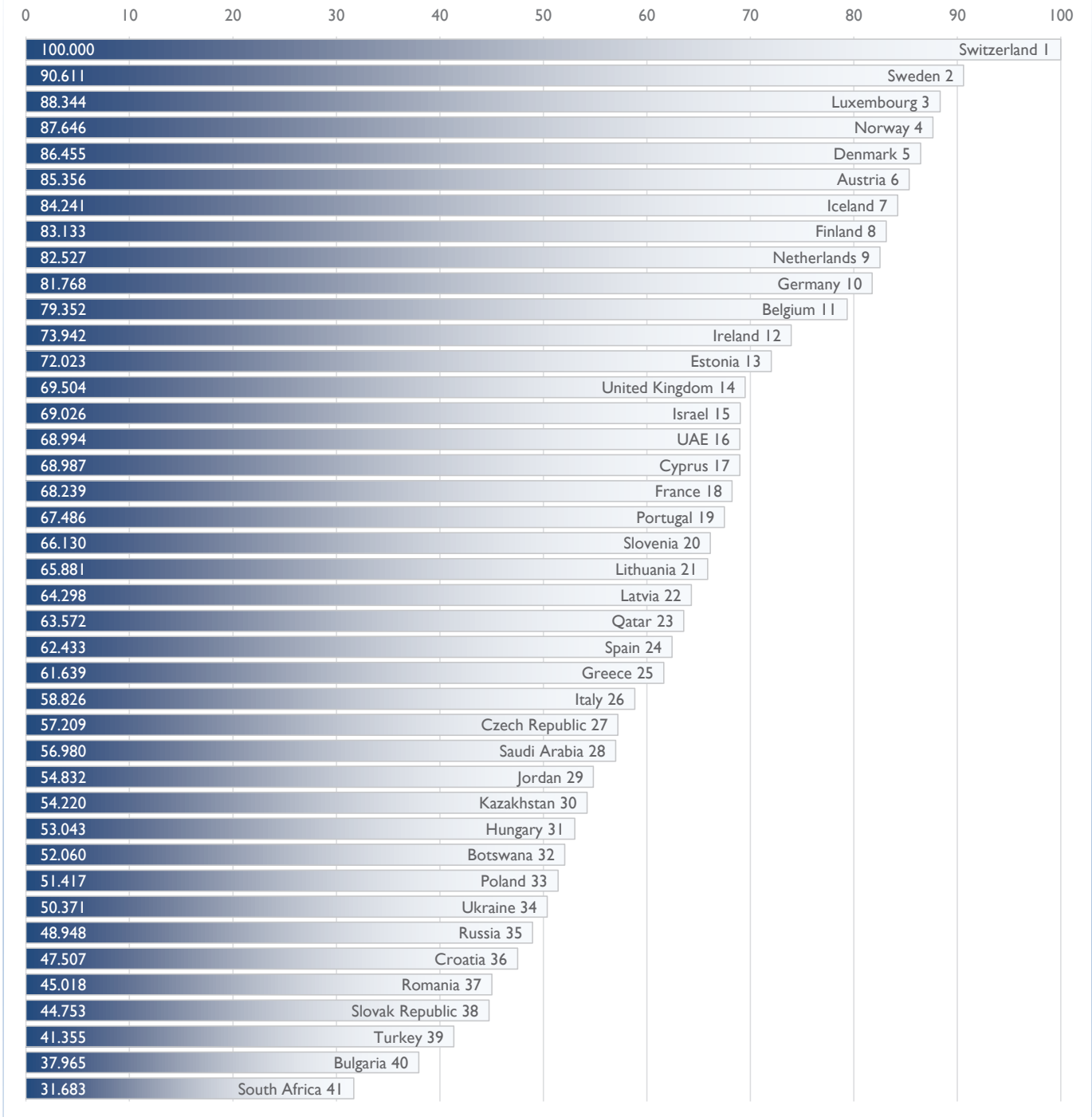
GDP per capita greater than \$20,000



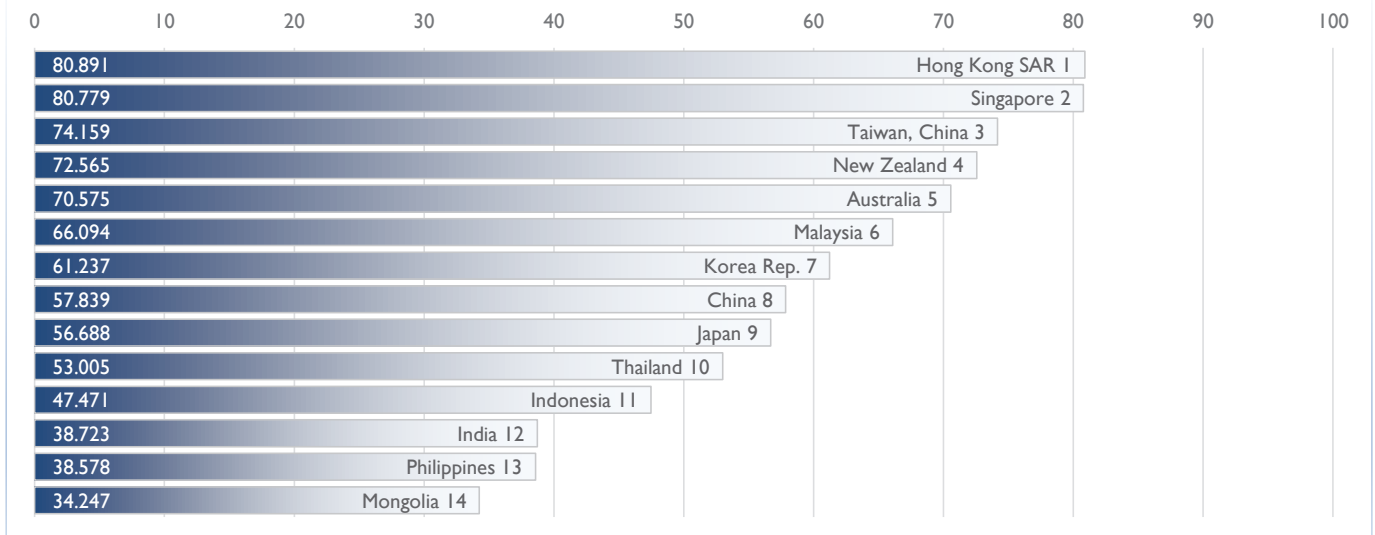
GDP per capita less than \$20,000



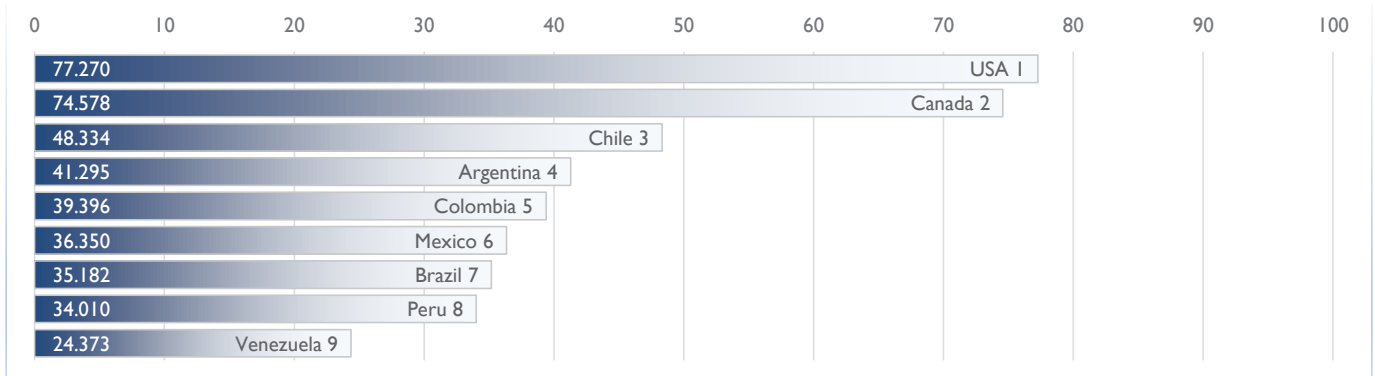
Europe - Middle East - Africa



Asia - Pacific

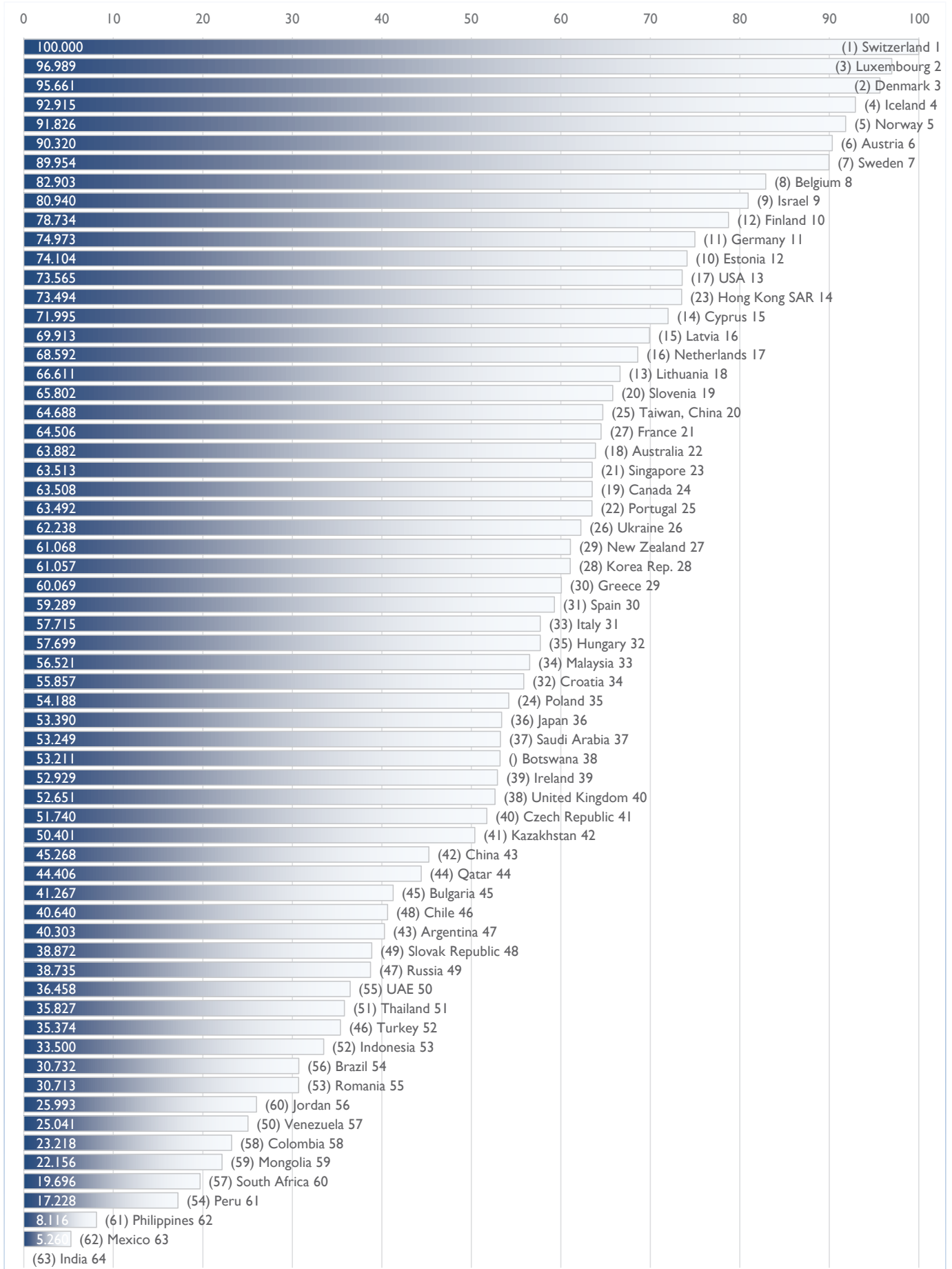


The Americas

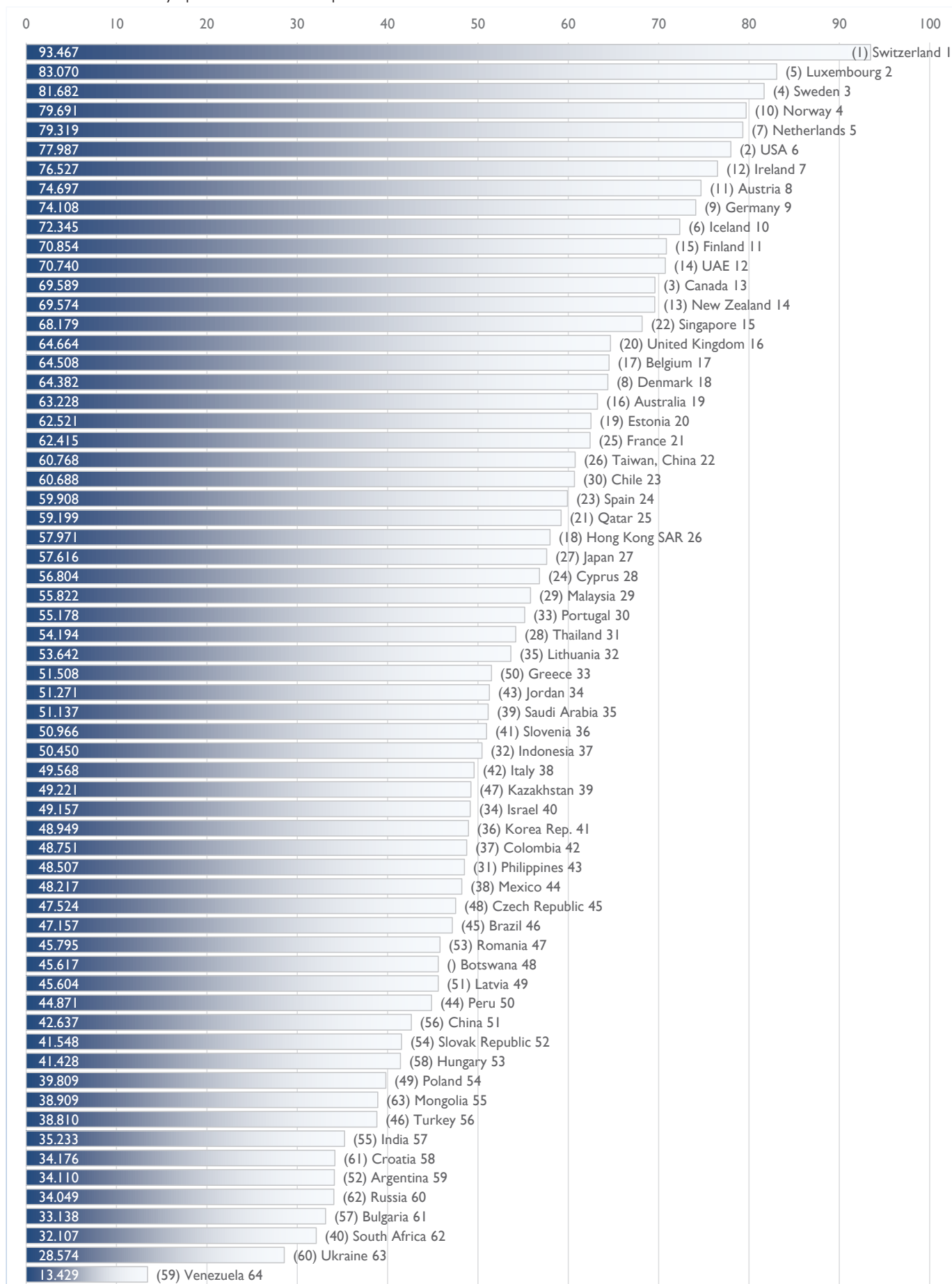


Factor 1: Investment & Development

The investment in and development of home-grown talent

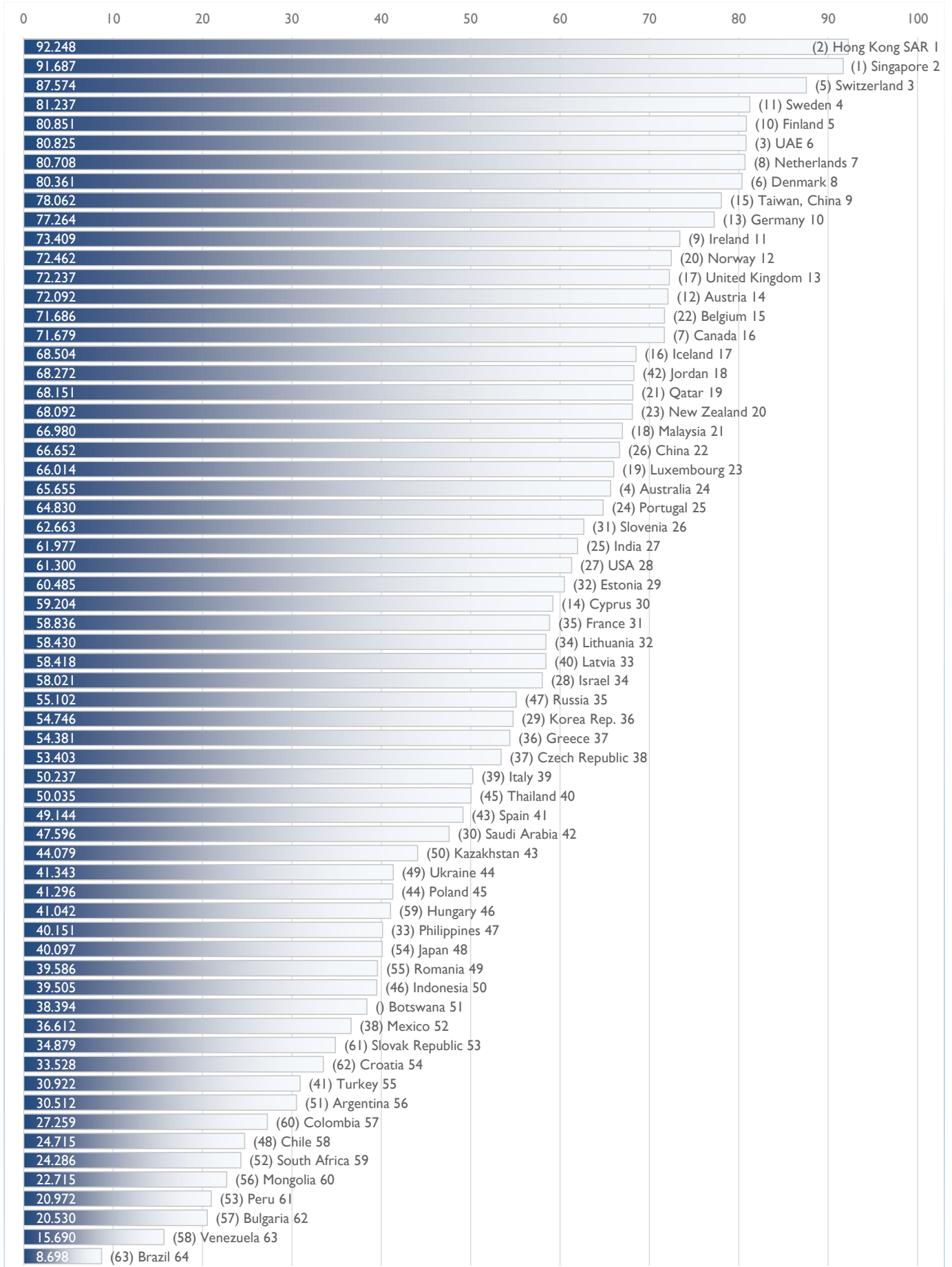


The extent to which a country taps into the overseas talent pool



Factor 3: Readiness

The availability of skills and competencies in the talent pool



	OVERALL					Investment & Development				
	2017	2018	2019	2020	2021	2017	2018	2019	2020	2021
Argentina	50	47	48	47	54	55	53	43	43	47
Australia	19	14	16	13	20	36	26	34	18	22
Austria	4	4	4	6	6	3	2	4	6	6
Belgium	3	11	14	16	13	2	8	9	8	8
Botswana	-	-	-	-	44	-	-	-	-	38
Brazil	52	58	61	59	60	45	49	52	56	54
Bulgaria	58	57	52	55	58	44	45	46	45	45
Canada	11	6	13	8	15	22	19	26	19	24
Chile	44	43	46	41	48	53	55	50	48	46
China	40	39	42	40	36	42	40	42	42	43
Colombia	55	60	54	58	55	59	60	60	58	58
Croatia	60	54	53	53	49	32	39	36	32	34
Cyprus	17	15	21	17	24	8	5	8	14	15
Czech Republic	38	37	39	39	37	39	38	40	40	41
Denmark	2	2	2	2	5	1	1	1	2	3
Estonia	29	28	27	19	19	14	16	21	10	12
Finland	5	7	8	12	8	4	6	10	12	10
France	27	25	25	28	25	20	21	23	27	21
Germany	8	10	11	11	10	10	10	11	11	11
Greece	41	44	40	37	33	31	29	37	30	29
Hong Kong SAR	12	18	15	14	11	24	31	20	23	14
Hungary	54	49	45	50	42	46	41	33	35	32
Iceland	18	16	7	4	7	11	12	6	4	4
India	51	53	59	62	56	62	63	63	63	64
Indonesia	47	45	41	45	50	56	51	51	52	53
Ireland	14	21	18	18	17	34	42	44	39	39
Israel	20	19	19	22	22	17	14	17	9	9
Italy	36	32	36	36	35	33	33	31	33	31
Japan	31	29	35	38	39	18	23	30	36	36
Jordan	49	41	51	49	40	60	50	57	60	56
Kazakhstan	30	40	38	44	41	23	30	39	41	42
Korea Rep.	39	33	33	31	34	38	20	19	28	28
Latvia	35	35	34	33	30	13	11	12	15	16
Lithuania	33	36	28	27	29	12	13	14	13	18
Luxembourg	10	9	5	3	3	16	18	5	3	2
Malaysia	28	22	22	25	28	19	17	32	34	33
Mexico	56	61	60	56	59	61	61	62	62	63
Mongolia	62	62	63	63	61	54	57	59	59	59
Netherlands	6	5	9	10	9	15	15	16	16	17
New Zealand	15	20	17	21	18	28	32	29	29	27
Norway	7	3	6	7	4	6	3	3	5	5
Peru	57	52	56	51	62	50	52	55	54	61
Philippines	45	55	49	48	57	63	62	61	61	62
Poland	34	38	37	35	45	21	24	27	24	35
Portugal	24	17	23	26	26	7	7	13	22	25
Qatar	22	24	26	29	31	47	44	41	44	44
Romania	61	56	55	57	51	51	54	54	53	55
Russia	43	46	47	54	47	40	43	45	47	49
Saudi Arabia	26	34	29	34	38	26	35	28	37	37
Singapore	13	13	10	9	12	41	34	25	21	23
Slovak Republic	46	59	57	61	52	43	47	47	49	48
Slovenia	37	30	31	30	27	27	27	22	20	19
South Africa	48	50	50	52	63	57	56	56	57	60
Spain	32	31	32	32	32	30	36	35	31	30
Sweden	9	8	3	5	2	9	9	7	7	7
Switzerland	1	1	1	1	1	5	4	2	1	1
Taiwan, China	23	27	20	20	16	25	25	24	25	20
Thailand	42	42	43	43	43	48	46	49	51	51
Turkey	53	51	58	46	53	52	58	58	46	52
UAE	25	26	30	24	23	58	59	53	55	50
Ukraine	59	48	44	42	46	35	22	18	26	26
United Kingdom	21	23	24	23	21	37	37	38	38	40
USA	16	12	12	15	14	29	28	15	17	13
Venezuela	63	63	62	60	64	49	48	48	50	57

Appeal					Readiness					
2017	2018	2019	2020	2021	2017	2018	2019	2020	2021	
53	48	50	52	59	46	44	52	51	56	Argentina
18	19	15	16	19	13	6	5	4	24	Australia
15	13	13	11	8	16	18	10	12	14	Austria
16	16	17	17	17	12	14	24	22	15	Belgium
-	-	-	-	48	-	-	-	-	51	Botswana
47	53	49	45	46	61	61	62	63	64	Brazil
57	58	58	57	61	59	58	55	57	62	Bulgaria
6	3	5	3	13	9	5	15	7	16	Canada
27	30	34	30	23	43	35	46	48	58	Chile
54	51	55	56	51	30	32	31	26	22	China
39	45	36	37	42	57	59	53	60	57	Colombia
59	60	61	61	58	62	62	60	62	54	Croatia
21	27	33	24	28	25	26	32	14	30	Cyprus
40	35	45	48	45	36	36	39	37	38	Czech Republic
10	7	11	8	18	4	8	6	6	8	Denmark
38	33	23	19	20	35	31	35	32	29	Estonia
24	21	16	15	11	5	7	3	10	5	Finland
29	22	25	25	21	28	28	29	35	31	France
8	6	9	9	9	15	21	14	13	10	Germany
56	54	51	50	33	40	47	44	36	37	Greece
11	14	18	18	26	6	9	4	2	1	Hong Kong SAR
61	59	56	58	53	54	53	57	59	46	Hungary
20	20	6	6	10	21	19	18	16	17	Iceland
43	44	57	55	57	29	30	25	25	27	India
32	34	24	32	37	47	49	42	46	50	Indonesia
5	11	8	12	7	10	12	8	9	11	Ireland
28	23	28	34	40	23	16	19	28	34	Israel
41	36	38	42	38	34	33	37	39	39	Italy
22	28	26	27	27	48	41	49	54	48	Japan
44	39	44	43	34	44	25	54	42	18	Jordan
37	49	39	47	39	32	42	38	50	43	Kazakhstan
42	41	41	36	41	42	34	34	29	36	Korea Rep.
52	52	48	51	49	38	43	40	40	33	Latvia
48	46	35	35	32	45	45	33	34	32	Lithuania
4	4	4	5	2	17	11	17	19	23	Luxembourg
30	26	27	29	29	27	24	16	18	21	Malaysia
33	43	40	38	44	53	54	47	38	52	Mexico
60	62	63	63	55	56	55	63	56	60	Mongolia
7	10	7	7	5	3	3	7	8	7	Netherlands
14	17	14	13	14	8	13	11	23	20	New Zealand
13	12	10	10	4	14	10	21	20	12	Norway
46	47	47	44	50	58	57	58	53	61	Peru
34	38	31	31	43	11	37	26	33	47	Philippines
45	40	46	49	54	33	39	45	44	45	Poland
36	29	32	33	30	31	22	27	24	25	Portugal
9	8	21	21	25	18	20	20	21	19	Qatar
58	55	52	53	47	55	52	50	55	49	Romania
55	57	59	62	60	39	46	36	47	35	Russia
31	31	43	39	35	26	38	22	30	42	Saudi Arabia
17	15	20	22	15	2	2	1	1	2	Singapore
50	56	54	54	52	49	60	59	61	53	Slovak Republic
49	42	42	41	36	37	29	30	31	26	Slovenia
35	37	37	40	62	52	51	48	52	59	South Africa
25	25	22	23	24	41	40	41	43	41	Spain
12	9	3	4	3	19	15	9	11	4	Sweden
1	1	1	1	1	1	1	2	5	3	Switzerland
26	32	29	26	22	22	27	12	15	9	Taiwan, China
23	24	30	28	31	50	50	43	45	40	Thailand
51	50	53	46	56	51	48	56	41	55	Turkey
3	5	12	14	12	7	4	13	3	6	UAE
62	61	60	60	63	60	56	51	49	44	Ukraine
19	18	19	20	16	20	17	23	17	13	United Kingdom
2	2	2	2	6	24	23	28	27	28	USA
63	63	62	59	64	63	63	61	58	63	Venezuela

TALENT COUNTRY PROFILES

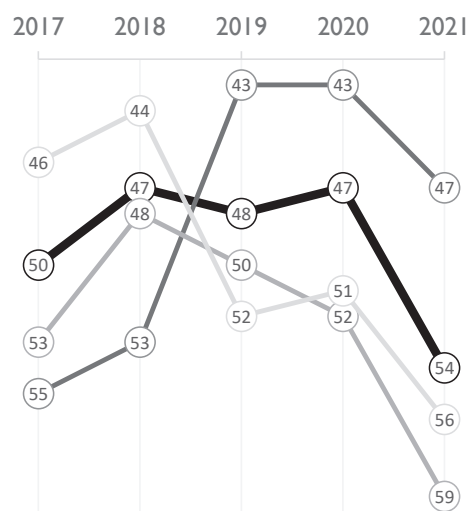
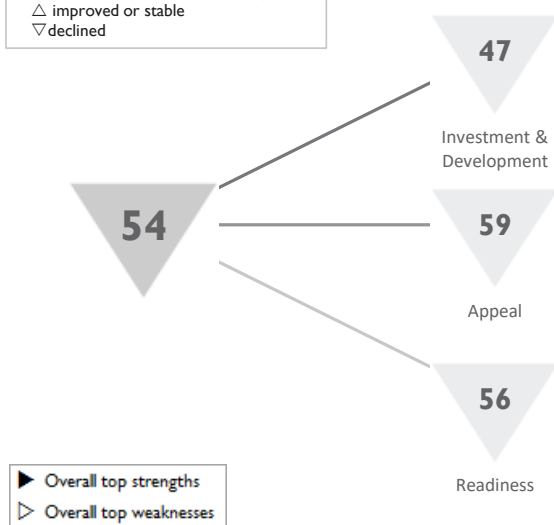
All data are available from the
[World Competitiveness Online](#)

Visit our eShop
www.wcceshop.org

ARGENTINA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



- ▶ Overall top strengths
- ▷ Overall top weaknesses

Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.8 %	28
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,476 US\$	50
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.25 ratio	24
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	17.91 ratio	53
Apprenticeships	are sufficiently implemented	4.42 Survey [0..10]	49
▷ Employee training	is a high priority in companies	4.50 Survey [0..10]	61
Female labor force	Percentage of total labor force	43.27 %	46
Health infrastructure	meets the needs of society	3.80 Survey [0..10]	51

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	61.40 index	12
▷ Attracting and retaining talents	is a priority in companies	4.99 Survey [0..10]	61
Worker motivation	in companies is high	4.35 Survey [0..10]	58
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	2.57 Survey [0..10]	58
Quality of life	is high	3.41 Survey [0..10]	60
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	1.69 Survey [0..10]	63
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	12,539 US\$	45
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	37,849 US\$	59
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	2.57 %	18
▷ Justice	is fairly administered	1.67 Survey [0..10]	62
▶ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	13.85 micrograms	27

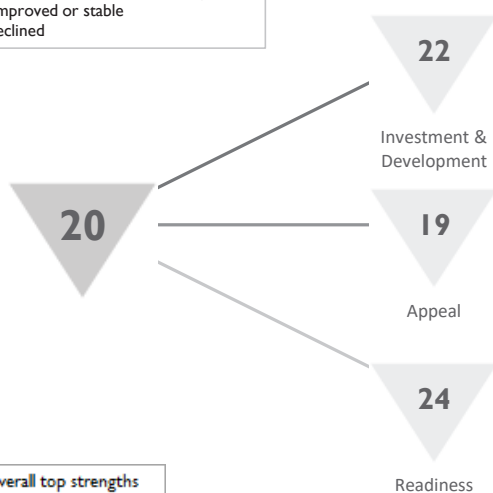
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	0.01 %	26
Skilled labor	is readily available	4.97 Survey [0..10]	44
Finance skills	are readily available	5.32 Survey [0..10]	50
International experience	of senior managers is generally significant	4.56 Survey [0..10]	53
Competent senior managers	are readily available	4.13 Survey [0..10]	54
▷ Primary and secondary education	meets the needs of a competitive economy	2.87 Survey [0..10]	62
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	15.42 %	60
University education	meets the needs of a competitive economy	5.47 Survey [0..10]	43
Management education	meets the needs of the business community	6.00 Survey [0..10]	39
Language skills	are meeting the needs of enterprises	4.95 Survey [0..10]	47
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.59 number	31
Educational assessment - PISA	PISA survey of 15-year olds	395 Average	56

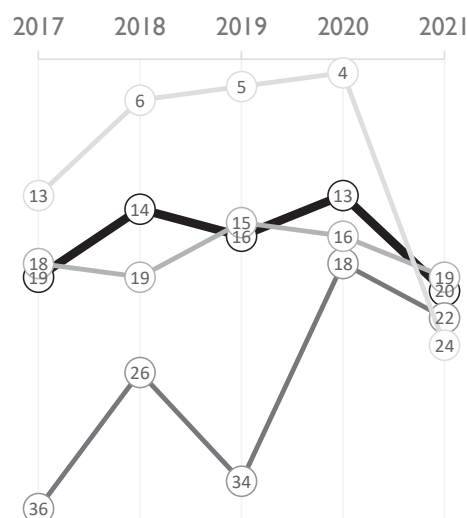
AUSTRALIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



- ▶ Overall top strengths
- ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	5.3 %	21
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	9,697 US\$	17
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.14 ratio	33
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.89 ratio	29
▷ Apprenticeships	are sufficiently implemented	3.98 Survey [0..10]	54
▷ Employee training	is a high priority in companies	4.82 Survey [0..10]	58
Female labor force	Percentage of total labor force	47.27 %	16
Health infrastructure	meets the needs of society	7.32 Survey [0..10]	23

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	75.20 index	40
▷ Attracting and retaining talents	is a priority in companies	6.19 Survey [0..10]	47
Worker motivation	in companies is high	5.61 Survey [0..10]	35
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.50 Survey [0..10]	23
Quality of life	is high	8.09 Survey [0..10]	19
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	7.09 Survey [0..10]	11
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	46,494 US\$	10
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	156,674 US\$	34
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	11.48 %	57
Justice	is fairly administered	6.91 Survey [0..10]	21
▶ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	6.75 micrograms	7

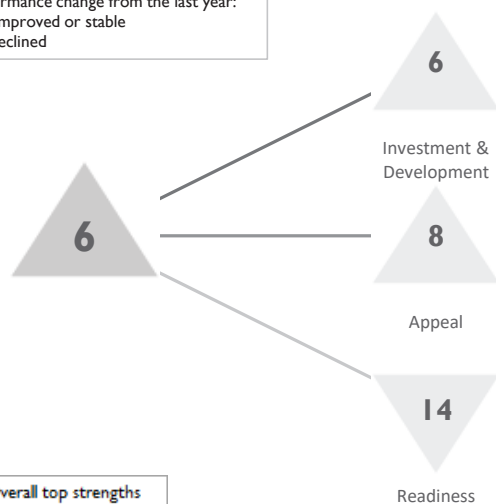
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	0.94 %	10
Skilled labor	is readily available	5.79 Survey [0..10]	33
Finance skills	are readily available	6.73 Survey [0..10]	23
International experience	of senior managers is generally significant	4.86 Survey [0..10]	45
Competent senior managers	are readily available	5.18 Survey [0..10]	43
Primary and secondary education	meets the needs of a competitive economy	6.73 Survey [0..10]	24
▷ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	18.63 %	54
University education	meets the needs of a competitive economy	6.70 Survey [0..10]	29
Management education	meets the needs of the business community	5.91 Survey [0..10]	43
Language skills	are meeting the needs of enterprises	5.89 Survey [0..10]	38
▶ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	20.07 number	2
Educational assessment - PISA	PISA survey of 15-year olds	499 Average	20

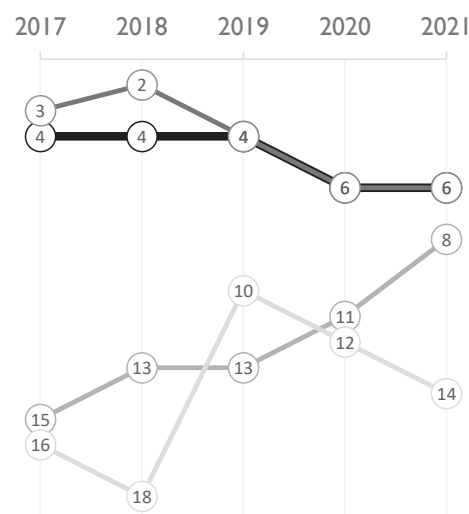
AUSTRIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.8 %	30
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	12,262 US\$	10
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.98 ratio	12
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.16 ratio	7
▶ Apprenticeships	are sufficiently implemented	8.10 Survey [0..10]	3
▶ Employee training	is a high priority in companies	8.05 Survey [0..10]	1
Female labor force	Percentage of total labor force	46.93 %	21
▶ Health infrastructure	meets the needs of society	8.84 Survey [0..10]	3

Appeal

		Value	2021 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	77.30 index	43
Attracting and retaining talents	is a priority in companies	8.00 Survey [0..10]	6
▶ Worker motivation	in companies is high	7.63 Survey [0..10]	3
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.65 Survey [0..10]	21
▶ Quality of life	is high	9.68 Survey [0..10]	1
Foreign highly-skilled personnel	are attracted to your country's business environment	6.44 Survey [0..10]	18
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	46,305 US\$	12
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	275,520 US\$	6
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	9.61 %	50
Justice	is fairly administered	7.16 Survey [0..10]	17
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	12.22 micrograms	23

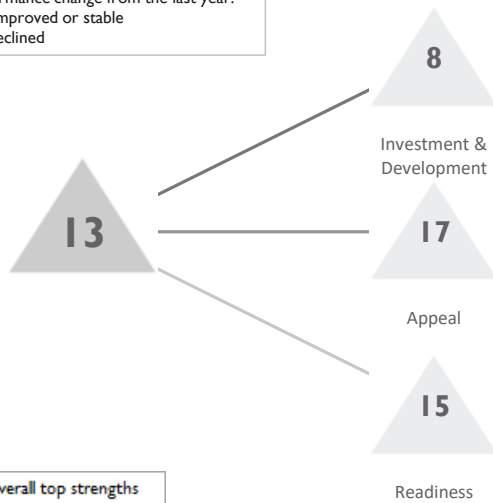
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-0.42 %	35
▷ Skilled labor	is readily available	4.08 Survey [0..10]	53
Finance skills	are readily available	6.64 Survey [0..10]	27
International experience	of senior managers is generally significant	5.90 Survey [0..10]	21
▷ Competent senior managers	are readily available	5.21 Survey [0..10]	41
Primary and secondary education	meets the needs of a competitive economy	7.85 Survey [0..10]	10
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	31.40 %	7
University education	meets the needs of a competitive economy	7.88 Survey [0..10]	12
Management education	meets the needs of the business community	7.28 Survey [0..10]	18
Language skills	are meeting the needs of enterprises	6.96 Survey [0..10]	24
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	8.41 number	6
Educational assessment - PISA	PISA survey of 15-year olds	491 Average	28

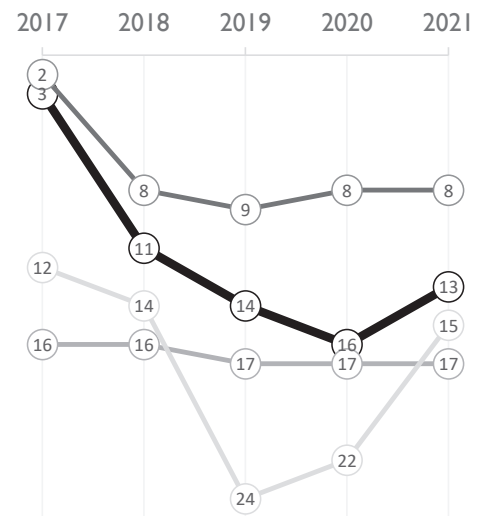
BELGIUM

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▶ Total public expenditure on education	Percentage of GDP	6.2 %	8
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	10,787 US\$	13
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.66 ratio	18
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.29 ratio	10
▷ Apprenticeships	are sufficiently implemented	4.83 Survey [0..10]	41
Employee training	is a high priority in companies	6.34 Survey [0..10]	24
Female labor force	Percentage of total labor force	46.88 %	23
▶ Health infrastructure	meets the needs of society	8.53 Survey [0..10]	6

Appeal

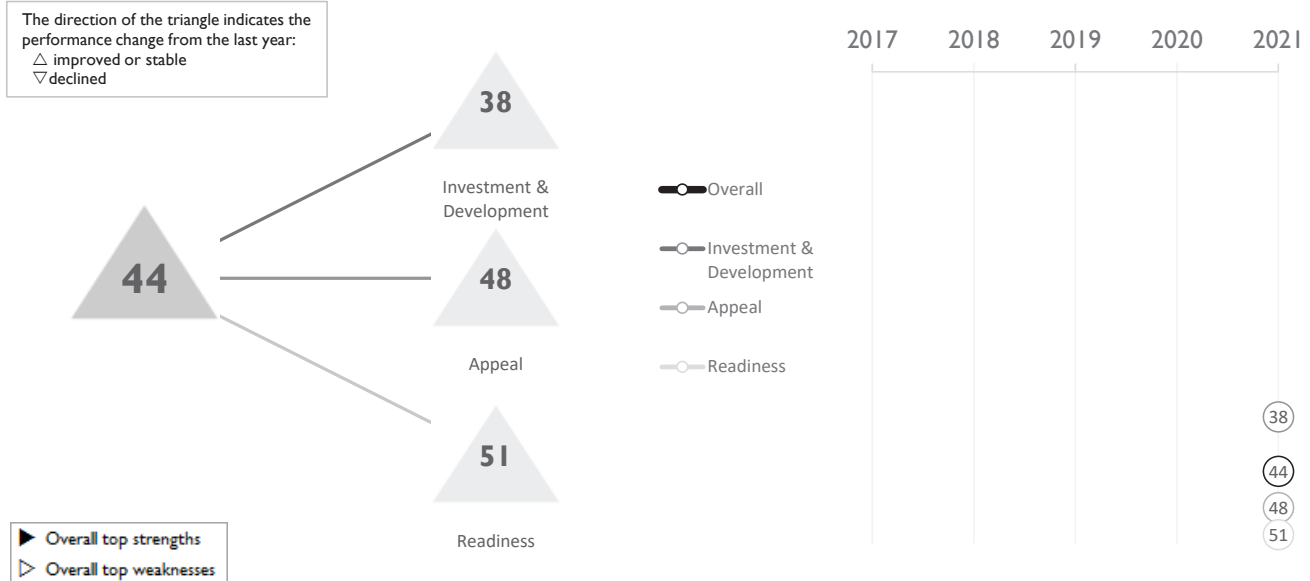
		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	72.40 index	35
Attracting and retaining talents	is a priority in companies	7.30 Survey [0..10]	22
Worker motivation	in companies is high	6.28 Survey [0..10]	23
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.89 Survey [0..10]	18
Quality of life	is high	8.67 Survey [0..10]	12
Foreign highly-skilled personnel	are attracted to your country's business environment	5.54 Survey [0..10]	29
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	38,108 US\$	18
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	254,449 US\$	11
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	11.32 %	56
Justice	is fairly administered	5.93 Survey [0..10]	28
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	12.73 micrograms	25

Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	1.01 %	8
Skilled labor	is readily available	6.52 Survey [0..10]	12
Finance skills	are readily available	7.31 Survey [0..10]	13
International experience	of senior managers is generally significant	6.52 Survey [0..10]	11
Competent senior managers	are readily available	6.90 Survey [0..10]	10
Primary and secondary education	meets the needs of a competitive economy	7.21 Survey [0..10]	19
▷ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	17.55 %	59
▶ University education	meets the needs of a competitive economy	8.14 Survey [0..10]	8
▶ Management education	meets the needs of the business community	7.79 Survey [0..10]	9
Language skills	are meeting the needs of enterprises	8.07 Survey [0..10]	14
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.55 number	16
Educational assessment - PISA	PISA survey of 15-year olds	500 Average	19

BOTSWANA

OVERALL PERFORMANCE (64 countries)



Investment & Development

		Value	2021 Rank
▶ Total public expenditure on education	Percentage of GDP	7.9 %	1
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,970 US\$	46
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	25.63 ratio	59
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.88 ratio	27
Apprenticeships	are sufficiently implemented	3.14 Survey [0..10]	58
▷ Employee training	is a high priority in companies	3.90 Survey [0..10]	63
▶ Female labor force	Percentage of total labor force	50.68 %	1
Health infrastructure	meets the needs of society	4.45 Survey [0..10]	48

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	47.70 index	1
▷ Attracting and retaining talents	is a priority in companies	4.81 Survey [0..10]	62
▷ Worker motivation	in companies is high	3.38 Survey [0..10]	64
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.47 Survey [0..10]	34
Quality of life	is high	4.03 Survey [0..10]	58
Foreign highly-skilled personnel	are attracted to your country's business environment	5.09 Survey [0..10]	36
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	10,680 US\$	52
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	- US\$	-
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	5.46 %	35
Justice	is fairly administered	5.51 Survey [0..10]	32
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	25.33 micrograms	52

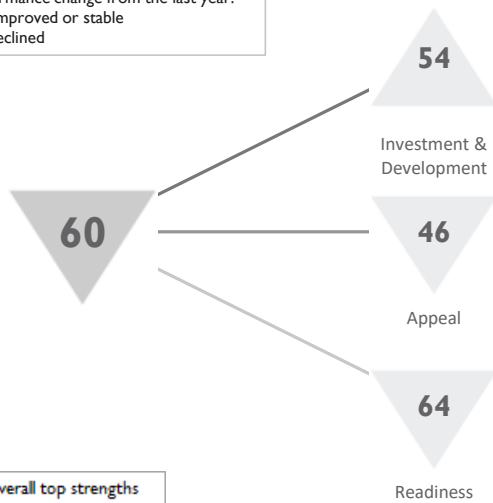
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	1.94 %	3
Skilled labor	is readily available	4.34 Survey [0..10]	50
Finance skills	are readily available	4.82 Survey [0..10]	58
▷ International experience	of senior managers is generally significant	3.87 Survey [0..10]	61
Competent senior managers	are readily available	3.95 Survey [0..10]	56
Primary and secondary education	meets the needs of a competitive economy	4.16 Survey [0..10]	51
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	23.34 %	37
University education	meets the needs of a competitive economy	4.99 Survey [0..10]	50
▷ Management education	meets the needs of the business community	4.39 Survey [0..10]	60
Language skills	are meeting the needs of enterprises	4.91 Survey [0..10]	50
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.48 number	52
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

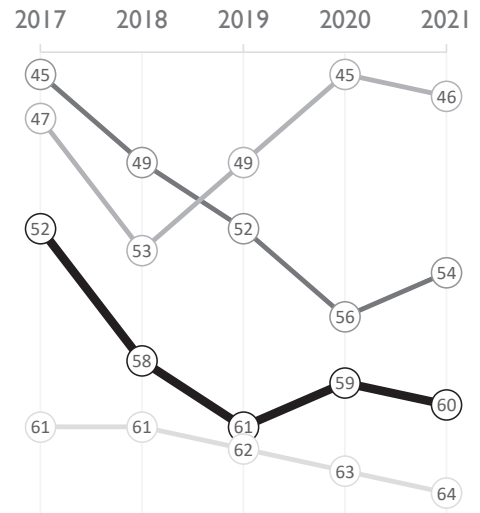
BRAZIL

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▶ Total public expenditure on education	Percentage of GDP	5.9 %	11
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	2,082 US\$	45
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	23.94 ratio	56
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	23.94 ratio	57
Apprenticeships	are sufficiently implemented	4.99 Survey [0..10]	33
Employee training	is a high priority in companies	5.48 Survey [0..10]	43
▶ Female labor force	Percentage of total labor force	44.58 %	40
Health infrastructure	meets the needs of society	3.41 Survey [0..10]	55

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	65.10 index	21
Attracting and retaining talents	is a priority in companies	6.46 Survey [0..10]	38
Worker motivation	in companies is high	5.66 Survey [0..10]	34
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.00 Survey [0..10]	44
Quality of life	is high	4.13 Survey [0..10]	57
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	2.79 Survey [0..10]	59
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	15,916 US\$	36
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	93,850 US\$	48
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	2.99 %	20
Justice	is fairly administered	2.67 Survey [0..10]	52
▶ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	11.67 micrograms	19

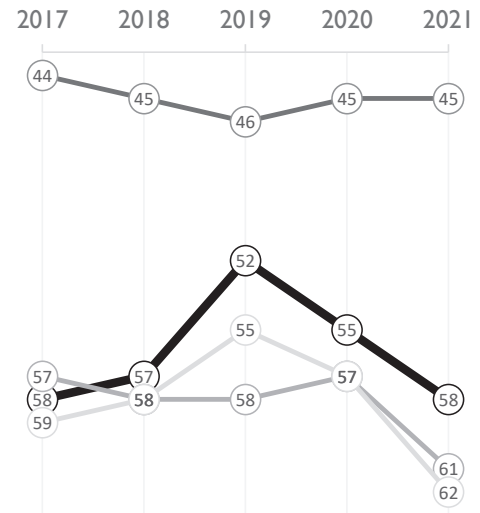
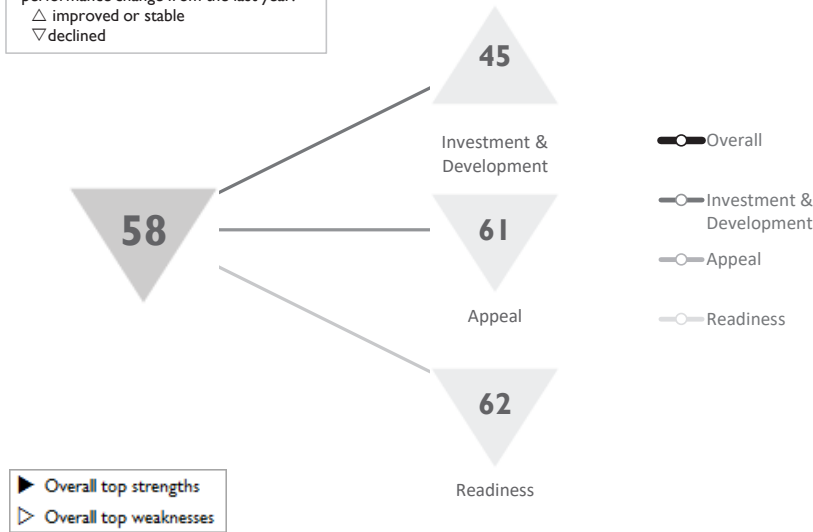
Readiness

		Value	2021 Rank
▷ Labor force growth	Percentage change	-6.13 %	62
Skilled labor	is readily available	4.07 Survey [0..10]	54
Finance skills	are readily available	4.96 Survey [0..10]	53
International experience	of senior managers is generally significant	4.36 Survey [0..10]	58
Competent senior managers	are readily available	4.62 Survey [0..10]	50
▷ Primary and secondary education	meets the needs of a competitive economy	2.72 Survey [0..10]	63
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	18.53 %	56
University education	meets the needs of a competitive economy	4.27 Survey [0..10]	59
Management education	meets the needs of the business community	4.64 Survey [0..10]	57
▷ Language skills	are meeting the needs of enterprises	3.14 Survey [0..10]	63
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.10 number	59
Educational assessment - PISA	PISA survey of 15-year olds	400 Average	55

BULGARIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	3.9 %	45
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	2,241 US\$	43
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.21 ratio	34
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.00 ratio	41
Apprenticeships	are sufficiently implemented	3.70 Survey [0..10]	56
Employee training	is a high priority in companies	4.83 Survey [0..10]	57
▶ Female labor force	Percentage of total labor force	46.14 %	31
Health infrastructure	meets the needs of society	3.48 Survey [0..10]	54

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	55.80 index	5
Attracting and retaining talents	is a priority in companies	5.96 Survey [0..10]	52
Worker motivation	in companies is high	4.04 Survey [0..10]	59
▷ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	1.30 Survey [0..10]	64
Quality of life	is high	3.39 Survey [0..10]	61
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	2.43 Survey [0..10]	62
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	9,351 US\$	53
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	48,022 US\$	57
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	3.35 %	22
Justice	is fairly administered	2.17 Survey [0..10]	60
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	19.93 micrograms	45

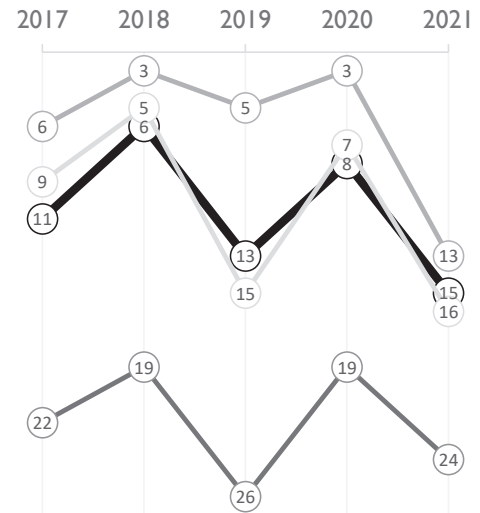
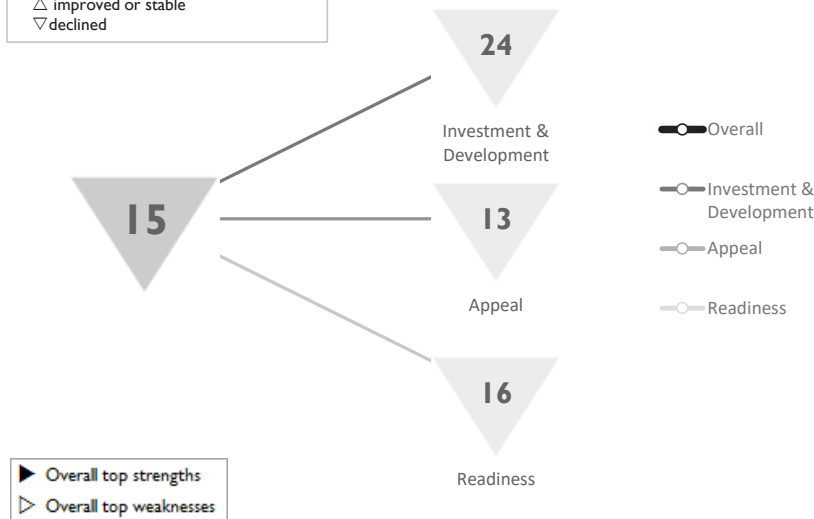
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-2.54 %	53
Skilled labor	is readily available	3.83 Survey [0..10]	58
▷ Finance skills	are readily available	3.70 Survey [0..10]	63
International experience	of senior managers is generally significant	4.50 Survey [0..10]	55
Competent senior managers	are readily available	3.48 Survey [0..10]	59
Primary and secondary education	meets the needs of a competitive economy	3.38 Survey [0..10]	59
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	19.82 %	50
▷ University education	meets the needs of a competitive economy	3.04 Survey [0..10]	63
▷ Management education	meets the needs of the business community	3.29 Survey [0..10]	64
Language skills	are meeting the needs of enterprises	5.09 Survey [0..10]	44
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.36 number	35
Educational assessment - PISA	PISA survey of 15-year olds	427 Average	47

CANADA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



- ▶ Overall top strengths
- ▷ Overall top weaknesses

Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	- %	-
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	- US\$	-
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.43 ratio	42
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.25 ratio	43
Apprenticeships	are sufficiently implemented	5.74 Survey [0..10]	17
Employee training	is a high priority in companies	6.24 Survey [0..10]	28
Female labor force	Percentage of total labor force	47.05 %	18
Health infrastructure	meets the needs of society	7.03 Survey [0..10]	26

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	70.10 index	30
Attracting and retaining talents	is a priority in companies	7.32 Survey [0..10]	21
Worker motivation	in companies is high	6.38 Survey [0..10]	21
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.21 Survey [0..10]	13
Quality of life	is high	8.09 Survey [0..10]	20
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	6.99 Survey [0..10]	13
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	46,489 US\$	11
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	201,383 US\$	20
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	12.02 %	58
Justice	is fairly administered	7.04 Survey [0..10]	19
▶ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	7.09 micrograms	8

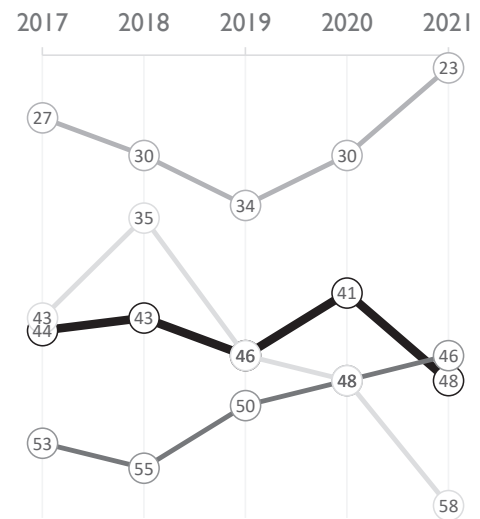
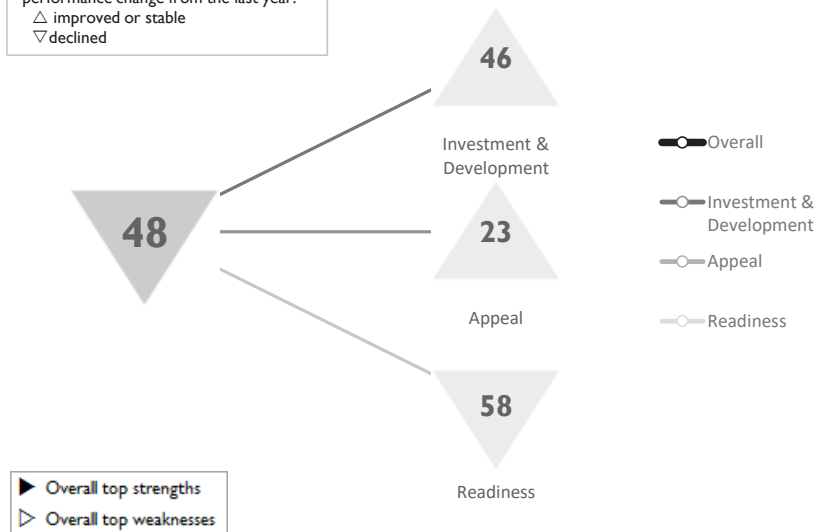
Readiness

		Value	2021 Rank
▷ Labor force growth	Percentage change	-1.21 %	45
Skilled labor	is readily available	6.35 Survey [0..10]	19
Finance skills	are readily available	6.88 Survey [0..10]	19
International experience	of senior managers is generally significant	5.88 Survey [0..10]	24
Competent senior managers	are readily available	6.12 Survey [0..10]	23
Primary and secondary education	meets the needs of a competitive economy	7.53 Survey [0..10]	17
▷ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	25.05 %	30
University education	meets the needs of a competitive economy	7.74 Survey [0..10]	15
Management education	meets the needs of the business community	7.28 Survey [0..10]	17
Language skills	are meeting the needs of enterprises	7.50 Survey [0..10]	19
▶ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	7.49 number	7
▶ Educational assessment - PISA	PISA survey of 15-year olds	517 Average	7

CHILE

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



Investment & Development

		Value	2021 Rank
▶ Total public expenditure on education	Percentage of GDP	5.4 %	18
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	3,275 US\$	41
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	18.60 ratio	48
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	19.71 ratio	54
Apprenticeships	are sufficiently implemented	5.04 Survey [0..10]	32
Employee training	is a high priority in companies	5.38 Survey [0..10]	46
Female labor force	Percentage of total labor force	41.23 %	51
Health infrastructure	meets the needs of society	5.18 Survey [0..10]	41

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	64.70 index	19
Attracting and retaining talents	is a priority in companies	6.25 Survey [0..10]	43
Worker motivation	in companies is high	5.38 Survey [0..10]	40
▶ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.89 Survey [0..10]	19
Quality of life	is high	6.37 Survey [0..10]	40
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	7.69 Survey [0..10]	7
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	23,844 US\$	29
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	180,102 US\$	25
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	1.48 %	9
Justice	is fairly administered	4.93 Survey [0..10]	39
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	23.68 micrograms	51

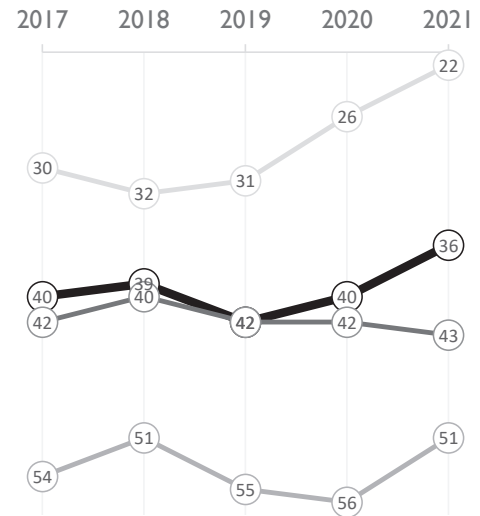
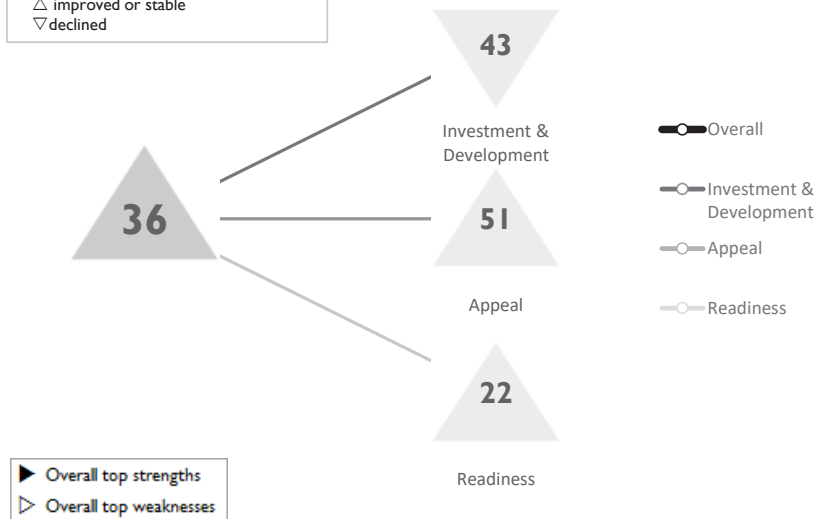
Readiness

		Value	2021 Rank
▷ Labor force growth	Percentage change	-8.92 %	63
Skilled labor	is readily available	5.31 Survey [0..10]	39
Finance skills	are readily available	6.23 Survey [0..10]	35
International experience	of senior managers is generally significant	5.92 Survey [0..10]	20
Competent senior managers	are readily available	6.20 Survey [0..10]	22
▷ Primary and secondary education	meets the needs of a competitive economy	3.86 Survey [0..10]	56
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	20.57 %	47
University education	meets the needs of a competitive economy	5.61 Survey [0..10]	41
Management education	meets the needs of the business community	6.77 Survey [0..10]	25
▷ Language skills	are meeting the needs of enterprises	3.58 Survey [0..10]	60
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.38 number	53
Educational assessment - PISA	PISA survey of 15-year olds	438 Average	43

CHINA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



Investment & Development

		Value	2021 Rank
▷ Total public expenditure on education	Percentage of GDP	3.5 %	51
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,767 US\$	48
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.39 ratio	41
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	14.18 ratio	46
Apprenticeships	are sufficiently implemented	5.57 Survey [0..10]	23
▶ Employee training	is a high priority in companies	6.81 Survey [0..10]	13
Female labor force	Percentage of total labor force	- %	-
Health infrastructure	meets the needs of society	6.71 Survey [0..10]	30

Appeal

		Value	2021 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	98.80 index	56
Attracting and retaining talents	is a priority in companies	7.07 Survey [0..10]	31
Worker motivation	in companies is high	6.72 Survey [0..10]	14
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.68 Survey [0..10]	31
Quality of life	is high	7.09 Survey [0..10]	31
Foreign highly-skilled personnel	are attracted to your country's business environment	5.52 Survey [0..10]	31
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	11,684 US\$	48
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	152,385 US\$	35
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	1.05 %	5
Justice	is fairly administered	6.37 Survey [0..10]	26
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	47.73 micrograms	61

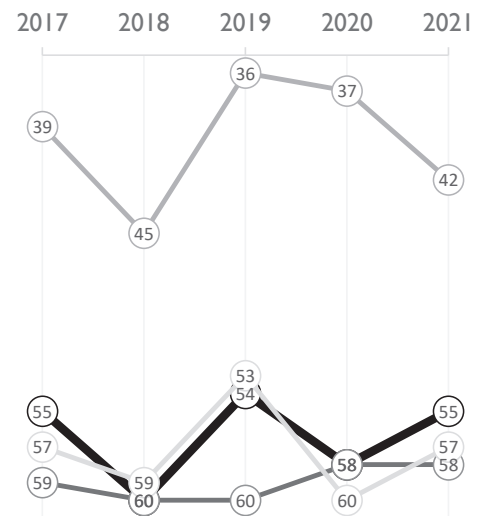
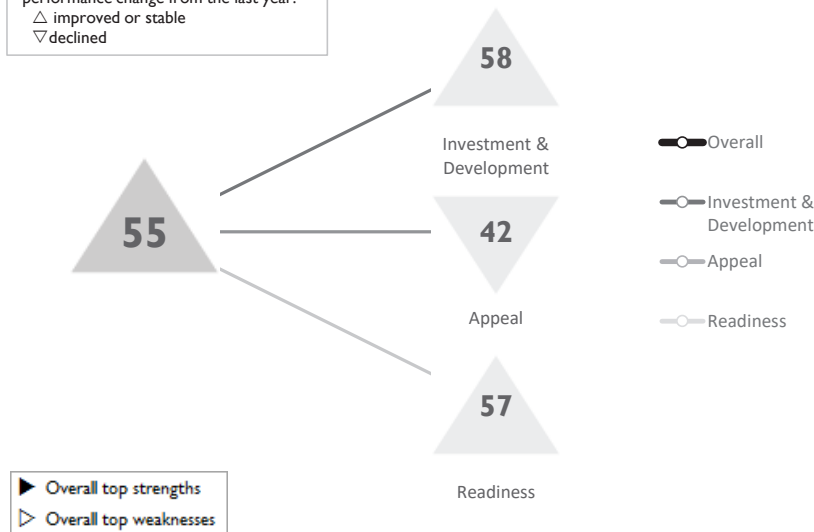
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	0.72 %	14
Skilled labor	is readily available	6.19 Survey [0..10]	23
Finance skills	are readily available	6.69 Survey [0..10]	24
International experience	of senior managers is generally significant	4.91 Survey [0..10]	44
Competent senior managers	are readily available	6.00 Survey [0..10]	26
▶ Primary and secondary education	meets the needs of a competitive economy	8.00 Survey [0..10]	7
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	- %	-
University education	meets the needs of a competitive economy	7.27 Survey [0..10]	21
Management education	meets the needs of the business community	7.09 Survey [0..10]	21
Language skills	are meeting the needs of enterprises	6.30 Survey [0..10]	34
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.14 number	56
▶ Educational assessment - PISA	PISA survey of 15-year olds	579 Average	1

COLOMBIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.5 %	34
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,082 US\$	54
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	23.07 ratio	54
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	26.09 ratio	60
▶ Apprenticeships	are sufficiently implemented	5.92 Survey [0..10]	14
▶ Employee training	is a high priority in companies	6.09 Survey [0..10]	33
Female labor force	Percentage of total labor force	41.56 %	50
Health infrastructure	meets the needs of society	4.09 Survey [0..10]	50

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	55.40 index	4
▷ Attracting and retaining talents	is a priority in companies	5.66 Survey [0..10]	57
Worker motivation	in companies is high	5.70 Survey [0..10]	33
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.15 Survey [0..10]	38
Quality of life	is high	4.66 Survey [0..10]	50
Foreign highly-skilled personnel	are attracted to your country's business environment	4.56 Survey [0..10]	44
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	12,241 US\$	47
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	128,854 US\$	39
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	1.21 %	6
▷ Justice	is fairly administered	2.38 Survey [0..10]	55
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	22.53 micrograms	49

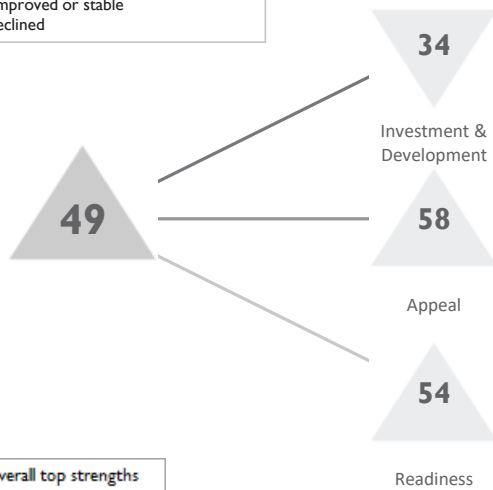
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-2.02 %	51
Skilled labor	is readily available	5.15 Survey [0..10]	41
Finance skills	are readily available	5.66 Survey [0..10]	48
International experience	of senior managers is generally significant	4.78 Survey [0..10]	48
Competent senior managers	are readily available	4.63 Survey [0..10]	49
Primary and secondary education	meets the needs of a competitive economy	4.03 Survey [0..10]	54
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	24.63 %	33
University education	meets the needs of a competitive economy	4.74 Survey [0..10]	52
Management education	meets the needs of the business community	5.23 Survey [0..10]	51
▷ Language skills	are meeting the needs of enterprises	3.11 Survey [0..10]	64
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.11 number	58
Educational assessment - PISA	PISA survey of 15-year olds	406 Average	52

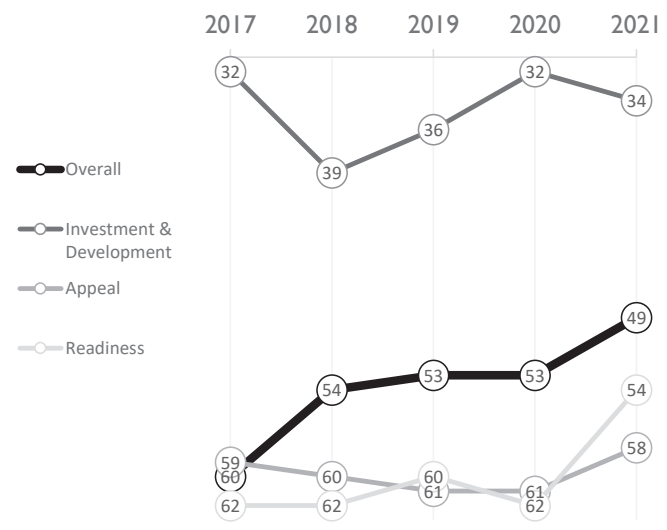
CROATIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



- ▶ Overall top strengths
- ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.8 %	27
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	3,831 US\$	39
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	10.38 ratio	6
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	8.04 ratio	3
Apprenticeships	are sufficiently implemented	2.96 Survey [0..10]	61
▷ Employee training	is a high priority in companies	3.86 Survey [0..10]	64
Female labor force	Percentage of total labor force	45.69 %	35
Health infrastructure	meets the needs of society	4.19 Survey [0..10]	49

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	61.50 index	13
▷ Attracting and retaining talents	is a priority in companies	4.30 Survey [0..10]	64
Worker motivation	in companies is high	4.03 Survey [0..10]	60
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	1.89 Survey [0..10]	63
Quality of life	is high	5.70 Survey [0..10]	42
Foreign highly-skilled personnel	are attracted to your country's business environment	2.44 Survey [0..10]	61
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	14,350 US\$	40
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	87,775 US\$	50
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	3.62 %	26
Justice	is fairly administered	1.62 Survey [0..10]	63
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	18.23 micrograms	38

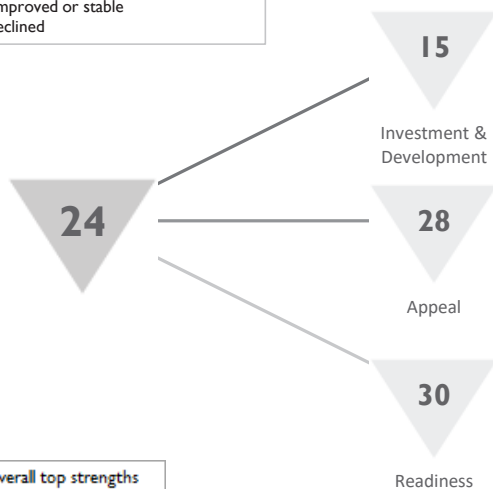
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-0.39 %	34
Skilled labor	is readily available	3.67 Survey [0..10]	59
▷ Finance skills	are readily available	3.40 Survey [0..10]	64
International experience	of senior managers is generally significant	3.46 Survey [0..10]	62
▷ Competent senior managers	are readily available	2.73 Survey [0..10]	64
Primary and secondary education	meets the needs of a competitive economy	4.30 Survey [0..10]	50
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	27.27 %	22
University education	meets the needs of a competitive economy	4.25 Survey [0..10]	60
▷ Management education	meets the needs of the business community	3.76 Survey [0..10]	63
Language skills	are meeting the needs of enterprises	6.86 Survey [0..10]	27
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.41 number	47
Educational assessment - PISA	PISA survey of 15-year olds	472 Average	36

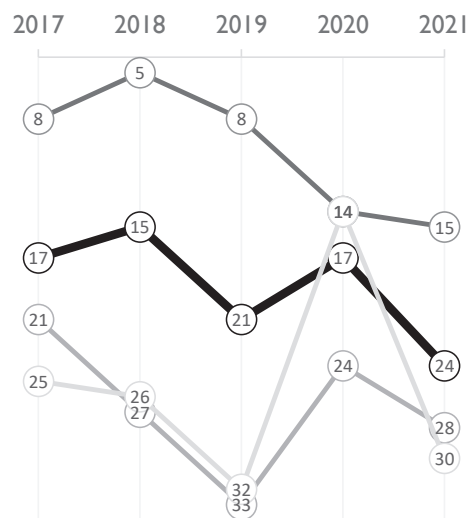
CYPRUS

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



► Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	5.4 %	19
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	7,084 US\$	26
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.04 ratio	14
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	8.31 ratio	4
Apprenticeships	are sufficiently implemented	4.89 Survey [0..10]	37
Employee training	is a high priority in companies	5.62 Survey [0..10]	39
Female labor force	Percentage of total labor force	46.76 %	26
Health infrastructure	meets the needs of society	6.23 Survey [0..10]	36

Appeal

		Value	2021 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	58.90 index	9
▷ Attracting and retaining talents	is a priority in companies	6.00 Survey [0..10]	51
▷ Worker motivation	in companies is high	4.89 Survey [0..10]	52
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.00 Survey [0..10]	28
Quality of life	is high	8.07 Survey [0..10]	21
Foreign highly-skilled personnel	are attracted to your country's business environment	5.67 Survey [0..10]	26
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	27,374 US\$	26
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	85,236 US\$	52
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	3.30 %	21
Justice	is fairly administered	5.21 Survey [0..10]	36
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	15.79 micrograms	31

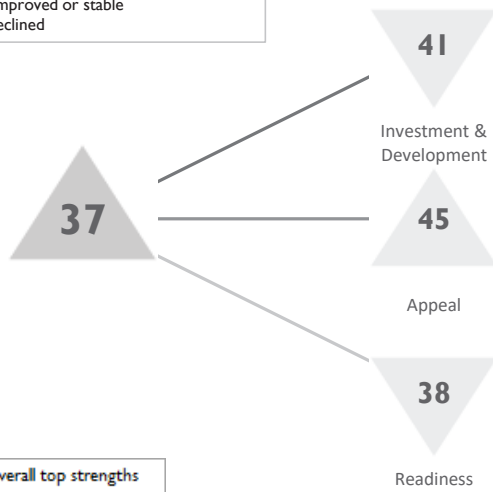
Readiness

		Value	2021 Rank
► Labor force growth	Percentage change	0.89 %	13
Skilled labor	is readily available	5.36 Survey [0..10]	37
Finance skills	are readily available	7.04 Survey [0..10]	16
International experience	of senior managers is generally significant	5.63 Survey [0..10]	31
Competent senior managers	are readily available	5.21 Survey [0..10]	42
Primary and secondary education	meets the needs of a competitive economy	6.72 Survey [0..10]	25
▷ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	13.59 %	61
University education	meets the needs of a competitive economy	7.06 Survey [0..10]	23
Management education	meets the needs of the business community	6.44 Survey [0..10]	32
► Language skills	are meeting the needs of enterprises	8.07 Survey [0..10]	13
► Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	14.84 number	3
▷ Educational assessment - PISA	PISA survey of 15-year olds	438 Average	42

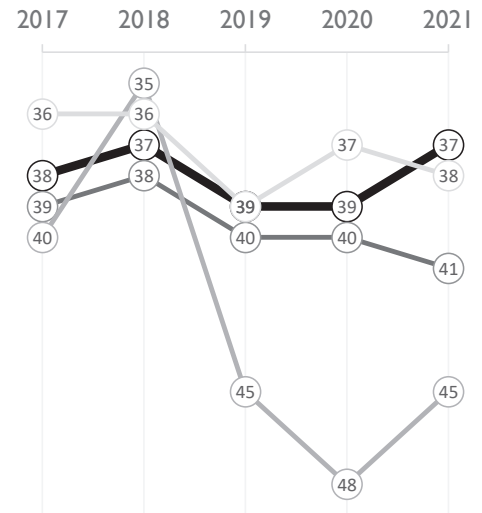
CZECH REPUBLIC

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▶ Total public expenditure on education	Percentage of GDP	4.9 %	25
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	5,861 US\$	30
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	18.73 ratio	50
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.54 ratio	25
▷ Apprenticeships	are sufficiently implemented	3.40 Survey [0..10]	57
Employee training	is a high priority in companies	5.40 Survey [0..10]	45
Female labor force	Percentage of total labor force	44.20 %	44
▶ Health infrastructure	meets the needs of society	7.07 Survey [0..10]	24

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	69.80 index	29
▷ Attracting and retaining talents	is a priority in companies	6.13 Survey [0..10]	49
Worker motivation	in companies is high	5.13 Survey [0..10]	48
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.03 Survey [0..10]	42
Quality of life	is high	7.30 Survey [0..10]	29
Foreign highly-skilled personnel	are attracted to your country's business environment	4.50 Survey [0..10]	45
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	15,563 US\$	37
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	106,454 US\$	44
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	4.41 %	29
Justice	is fairly administered	5.13 Survey [0..10]	37
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	16.97 micrograms	36

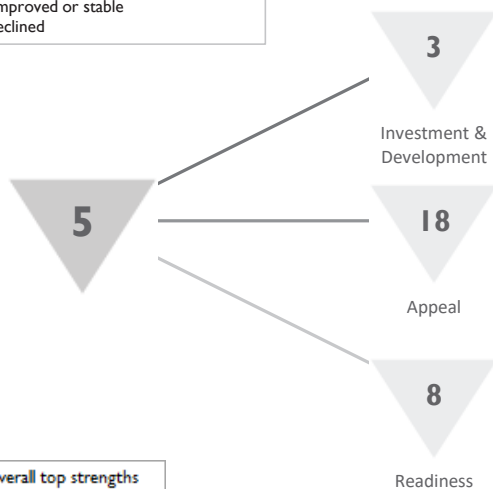
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-0.78 %	42
▷ Skilled labor	is readily available	4.60 Survey [0..10]	49
▷ Finance skills	are readily available	4.60 Survey [0..10]	59
International experience	of senior managers is generally significant	5.53 Survey [0..10]	34
Competent senior managers	are readily available	4.64 Survey [0..10]	48
Primary and secondary education	meets the needs of a competitive economy	5.50 Survey [0..10]	43
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	25.86 %	25
University education	meets the needs of a competitive economy	6.37 Survey [0..10]	32
Management education	meets the needs of the business community	5.97 Survey [0..10]	41
Language skills	are meeting the needs of enterprises	5.77 Survey [0..10]	40
▶ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.29 number	21
▶ Educational assessment - PISA	PISA survey of 15-year olds	495 Average	23

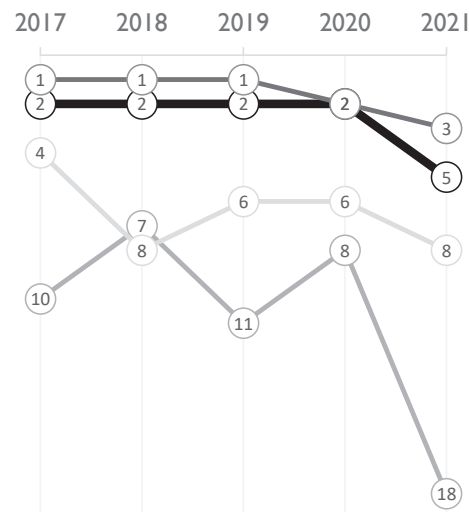
DENMARK

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



- ▶ Overall top strengths
- ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	6.3 %	7
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	14,916 US\$	6
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.89 ratio	10
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.12 ratio	22
Apprenticeships	are sufficiently implemented	6.79 Survey [0..10]	4
▶ Employee training	is a high priority in companies	7.76 Survey [0..10]	2
Female labor force	Percentage of total labor force	47.67 %	12
Health infrastructure	meets the needs of society	8.90 Survey [0..10]	2

Appeal

		Value	2021 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	85.50 index	50
▶ Attracting and retaining talents	is a priority in companies	8.31 Survey [0..10]	2
▶ Worker motivation	in companies is high	7.95 Survey [0..10]	1
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	7.64 Survey [0..10]	5
Quality of life	is high	9.50 Survey [0..10]	4
Foreign highly-skilled personnel	are attracted to your country's business environment	6.95 Survey [0..10]	14
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	58,896 US\$	5
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	217,395 US\$	16
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	24.06 %	63
▶ Justice	is fairly administered	9.00 Survey [0..10]	2
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	9.78 micrograms	12

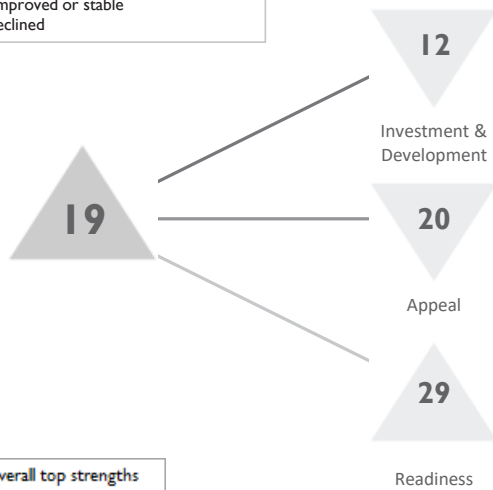
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-0.31 %	32
Skilled labor	is readily available	7.00 Survey [0..10]	5
Finance skills	are readily available	8.05 Survey [0..10]	4
International experience	of senior managers is generally significant	6.64 Survey [0..10]	10
Competent senior managers	are readily available	7.20 Survey [0..10]	4
Primary and secondary education	meets the needs of a competitive economy	8.55 Survey [0..10]	3
▷ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	22.54 %	40
University education	meets the needs of a competitive economy	8.67 Survey [0..10]	3
▶ Management education	meets the needs of the business community	8.43 Survey [0..10]	2
Language skills	are meeting the needs of enterprises	8.82 Survey [0..10]	2
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	5.58 number	13
Educational assessment - PISA	PISA survey of 15-year olds	501 Average	17

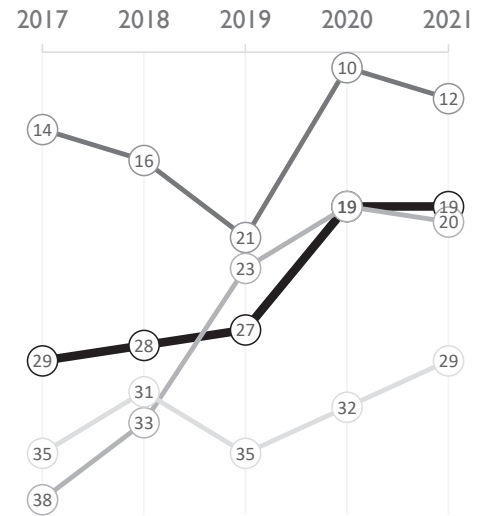
ESTONIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▶ Total public expenditure on education	Percentage of GDP	6.0 %	9
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	6,803 US\$	27
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.15 ratio	22
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.39 ratio	35
Apprenticeships	are sufficiently implemented	5.07 Survey [0..10]	31
Employee training	is a high priority in companies	6.78 Survey [0..10]	16
▶ Female labor force	Percentage of total labor force	48.41 %	9
Health infrastructure	meets the needs of society	6.54 Survey [0..10]	33

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	62.50 index	15
Attracting and retaining talents	is a priority in companies	7.43 Survey [0..10]	18
Worker motivation	in companies is high	5.85 Survey [0..10]	29
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.48 Survey [0..10]	33
Quality of life	is high	6.93 Survey [0..10]	32
Foreign highly-skilled personnel	are attracted to your country's business environment	5.55 Survey [0..10]	28
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	15,532 US\$	38
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	98,070 US\$	47
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	5.45 %	34
Justice	is fairly administered	7.04 Survey [0..10]	19
▶ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	5.95 micrograms	3

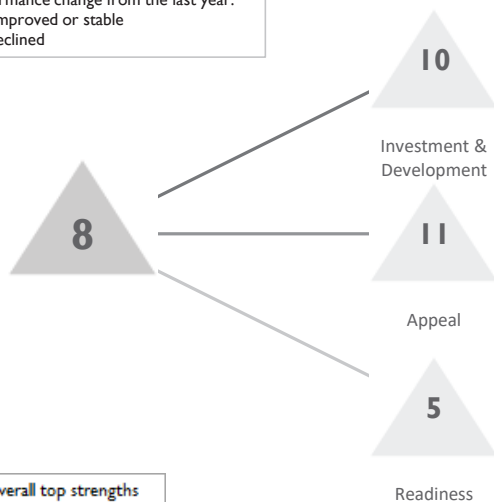
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	0.28 %	19
▷ Skilled labor	is readily available	3.46 Survey [0..10]	62
▷ Finance skills	are readily available	4.84 Survey [0..10]	57
▷ International experience	of senior managers is generally significant	4.81 Survey [0..10]	46
▷ Competent senior managers	are readily available	3.94 Survey [0..10]	57
Primary and secondary education	meets the needs of a competitive economy	7.58 Survey [0..10]	15
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	27.91 %	18
University education	meets the needs of a competitive economy	7.07 Survey [0..10]	22
Management education	meets the needs of the business community	6.42 Survey [0..10]	33
Language skills	are meeting the needs of enterprises	7.19 Survey [0..10]	22
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.80 number	24
▶ Educational assessment - PISA	PISA survey of 15-year olds	526 Average	4

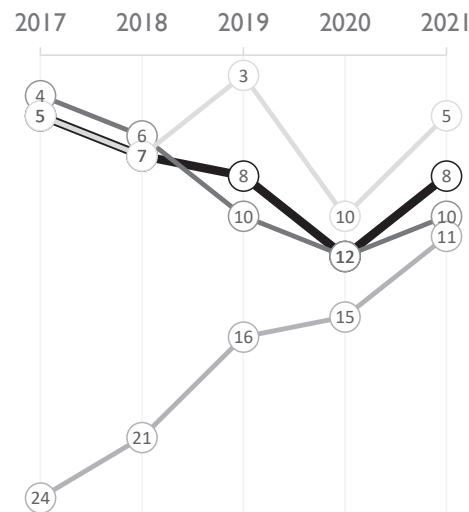
FINLAND

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



► Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	5.6 %	13
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	10,671 US\$	14
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.59 ratio	26
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.92 ratio	39
Apprenticeships	are sufficiently implemented	5.16 Survey [0..10]	28
Employee training	is a high priority in companies	7.26 Survey [0..10]	7
Female labor force	Percentage of total labor force	47.87 %	11
► Health infrastructure	meets the needs of society	8.71 Survey [0..10]	4

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	72.70 index	37
Attracting and retaining talents	is a priority in companies	7.47 Survey [0..10]	17
Worker motivation	in companies is high	7.18 Survey [0..10]	10
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.34 Survey [0..10]	10
Quality of life	is high	9.34 Survey [0..10]	8
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	4.79 Survey [0..10]	39
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	40,528 US\$	16
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	177,937 US\$	27
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	12.24 %	60
► Justice	is fairly administered	9.08 Survey [0..10]	1
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	5.64 micrograms	1

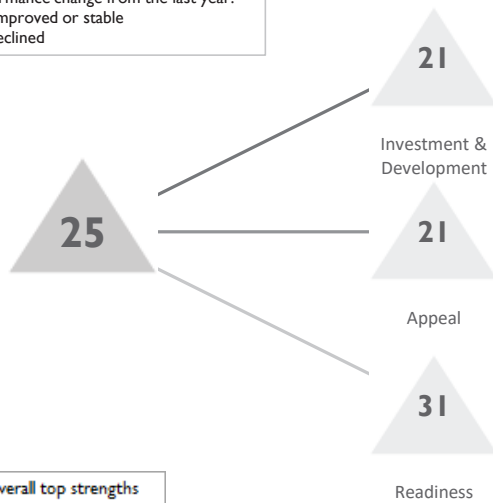
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-0.33 %	33
Skilled labor	is readily available	6.66 Survey [0..10]	11
Finance skills	are readily available	7.47 Survey [0..10]	12
International experience	of senior managers is generally significant	6.05 Survey [0..10]	18
Competent senior managers	are readily available	6.53 Survey [0..10]	16
► Primary and secondary education	meets the needs of a competitive economy	9.11 Survey [0..10]	1
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	28.38 %	14
► University education	meets the needs of a competitive economy	8.63 Survey [0..10]	4
Management education	meets the needs of the business community	7.95 Survey [0..10]	7
Language skills	are meeting the needs of enterprises	8.29 Survey [0..10]	11
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.31 number	20
Educational assessment - PISA	PISA survey of 15-year olds	516 Average	9

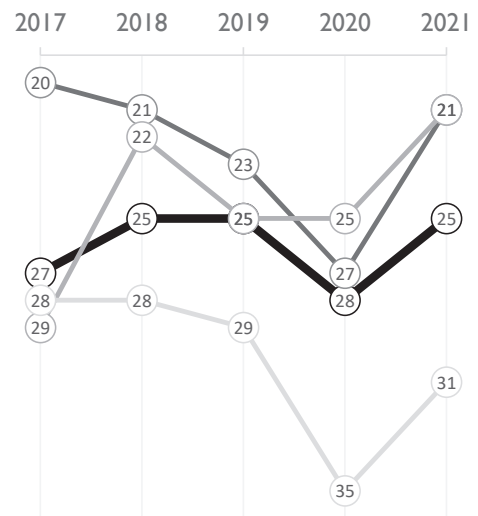
FRANCE

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



► Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	5.3 %	20
► Total public exp. on education per student	Spending per enrolled pupil/student, all levels	9,163 US\$	18
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	19.15 ratio	51
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.01 ratio	42
Apprenticeships	are sufficiently implemented	5.15 Survey [0..10]	29
Employee training	is a high priority in companies	6.15 Survey [0..10]	30
► Female labor force	Percentage of total labor force	48.53 %	6
Health infrastructure	meets the needs of society	7.44 Survey [0..10]	20

Appeal

		Value	2021 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	78.10 index	44
Attracting and retaining talents	is a priority in companies	7.23 Survey [0..10]	26
Worker motivation	in companies is high	5.38 Survey [0..10]	41
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.61 Survey [0..10]	32
► Quality of life	is high	8.30 Survey [0..10]	16
Foreign highly-skilled personnel	are attracted to your country's business environment	5.53 Survey [0..10]	30
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	37,845 US\$	19
► Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	257,540 US\$	9
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	9.60 %	49
Justice	is fairly administered	6.45 Survey [0..10]	24
► Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	11.37 micrograms	18

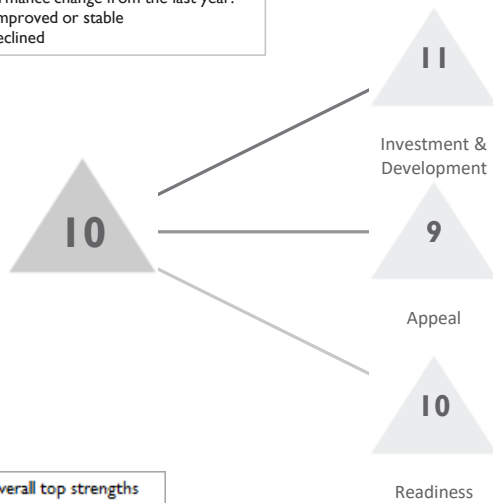
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-1.13 %	44
Skilled labor	is readily available	5.43 Survey [0..10]	36
Finance skills	are readily available	6.68 Survey [0..10]	25
▷ International experience	of senior managers is generally significant	4.80 Survey [0..10]	47
Competent senior managers	are readily available	5.72 Survey [0..10]	31
Primary and secondary education	meets the needs of a competitive economy	6.53 Survey [0..10]	27
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	25.77 %	27
University education	meets the needs of a competitive economy	6.87 Survey [0..10]	27
Management education	meets the needs of the business community	7.22 Survey [0..10]	19
▷ Language skills	are meeting the needs of enterprises	4.61 Survey [0..10]	54
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.67 number	25
Educational assessment - PISA	PISA survey of 15-year olds	494 Average	25

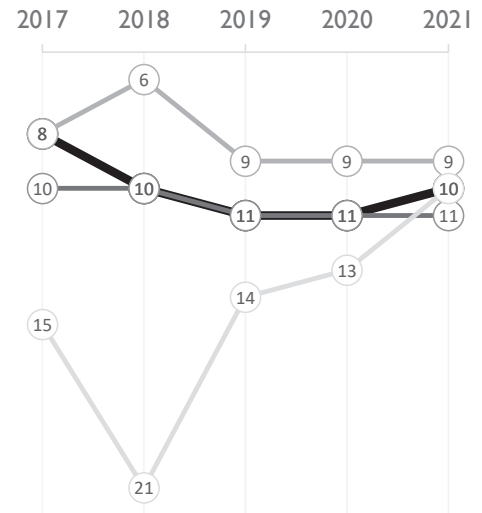
GERMANY

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



- ▶ Overall top strengths
- ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▷ Total public expenditure on education	Percentage of GDP	4.3 %	39
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	10,201 US\$	15
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.27 ratio	36
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.76 ratio	37
▶ Apprenticeships	are sufficiently implemented	8.36 Survey [0..10]	2
▶ Employee training	is a high priority in companies	7.40 Survey [0..10]	6
Female labor force	Percentage of total labor force	46.45 %	29
Health infrastructure	meets the needs of society	8.06 Survey [0..10]	13

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	73.20 index	38
Attracting and retaining talents	is a priority in companies	7.37 Survey [0..10]	19
Worker motivation	in companies is high	6.64 Survey [0..10]	15
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.93 Survey [0..10]	17
Quality of life	is high	8.90 Survey [0..10]	11
Foreign highly-skilled personnel	are attracted to your country's business environment	6.53 Survey [0..10]	17
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	46,639 US\$	9
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	303,570 US\$	3
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	10.64 %	54
Justice	is fairly administered	8.10 Survey [0..10]	9
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	11.93 micrograms	21

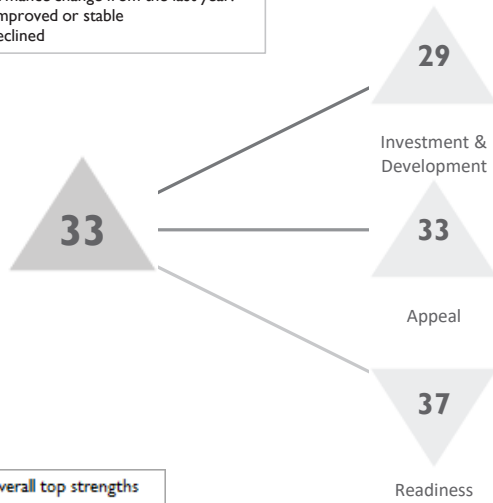
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	0.90 %	12
▷ Skilled labor	is readily available	5.05 Survey [0..10]	43
Finance skills	are readily available	6.78 Survey [0..10]	22
International experience	of senior managers is generally significant	6.09 Survey [0..10]	15
Competent senior managers	are readily available	5.54 Survey [0..10]	35
Primary and secondary education	meets the needs of a competitive economy	7.61 Survey [0..10]	14
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	36.78 %	3
University education	meets the needs of a competitive economy	7.76 Survey [0..10]	14
Management education	meets the needs of the business community	6.84 Survey [0..10]	23
Language skills	are meeting the needs of enterprises	6.96 Survey [0..10]	24
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.01 number	22
Educational assessment - PISA	PISA survey of 15-year olds	500 Average	18

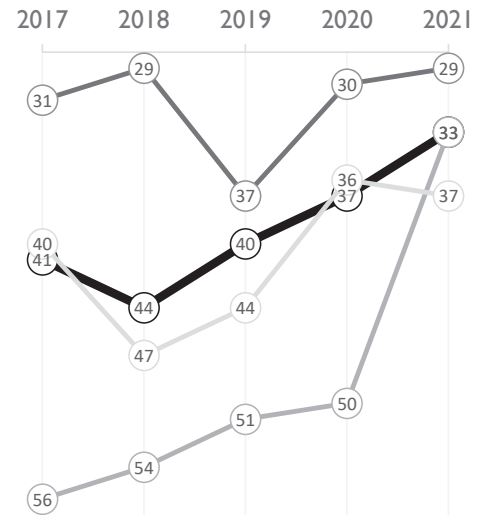
GREECE

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.0 %	43
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	3,440 US\$	40
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	9.22 ratio	2
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	8.80 ratio	5
Apprenticeships	are sufficiently implemented	4.75 Survey [0..10]	42
Employee training	is a high priority in companies	5.44 Survey [0..10]	44
Female labor force	Percentage of total labor force	44.19 %	45
Health infrastructure	meets the needs of society	5.52 Survey [0..10]	38

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	64.40 index	18
Attracting and retaining talents	is a priority in companies	6.25 Survey [0..10]	44
Worker motivation	in companies is high	5.46 Survey [0..10]	39
▷ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.06 Survey [0..10]	55
Quality of life	is high	6.91 Survey [0..10]	33
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	3.63 Survey [0..10]	52
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	20,159 US\$	33
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	178,793 US\$	26
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	5.92 %	36
Justice	is fairly administered	4.48 Survey [0..10]	46
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	14.32 micrograms	28

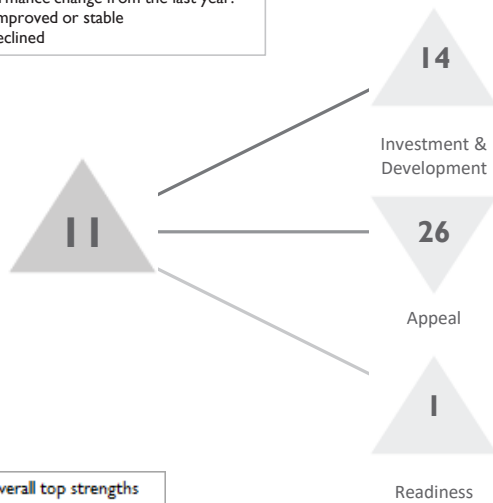
Readiness

		Value	2021 Rank
▷ Labor force growth	Percentage change	-1.86 %	49
▶ Skilled labor	is readily available	6.41 Survey [0..10]	17
Finance skills	are readily available	6.22 Survey [0..10]	36
International experience	of senior managers is generally significant	6.03 Survey [0..10]	19
Competent senior managers	are readily available	5.24 Survey [0..10]	40
Primary and secondary education	meets the needs of a competitive economy	5.77 Survey [0..10]	41
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	27.34 %	20
▷ University education	meets the needs of a competitive economy	5.25 Survey [0..10]	46
▷ Management education	meets the needs of the business community	5.66 Survey [0..10]	47
▶ Language skills	are meeting the needs of enterprises	7.97 Survey [0..10]	15
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.59 number	30
Educational assessment - PISA	PISA survey of 15-year olds	453 Average	41

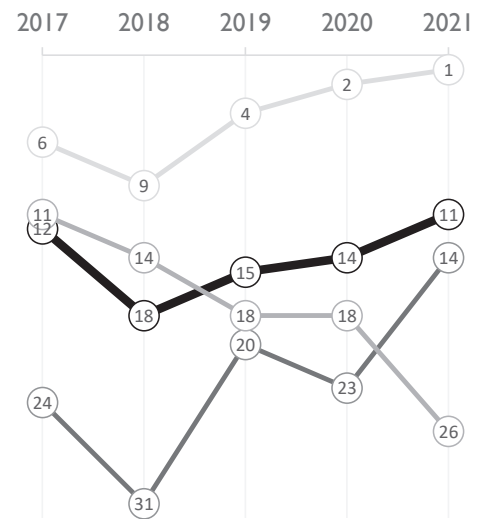
HONG KONG SAR

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▷ Total public expenditure on education	Percentage of GDP	3.8 %	46
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	11,307 US\$	11
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.19 ratio	23
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.99 ratio	19
Apprenticeships	are sufficiently implemented	5.83 Survey [0..10]	16
Employee training	is a high priority in companies	6.79 Survey [0..10]	14
▶ Female labor force	Percentage of total labor force	50.10 %	2
Health infrastructure	meets the needs of society	7.79 Survey [0..10]	17

Appeal

		Value	2021 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	124.30 index	61
Attracting and retaining talents	is a priority in companies	7.51 Survey [0..10]	15
Worker motivation	in companies is high	6.99 Survey [0..10]	12
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.63 Survey [0..10]	22
Quality of life	is high	6.78 Survey [0..10]	36
Foreign highly-skilled personnel	are attracted to your country's business environment	6.62 Survey [0..10]	16
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	32,983 US\$	22
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	285,857 US\$	5
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	1.93 %	11
Justice	is fairly administered	7.25 Survey [0..10]	16
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	19.00 micrograms	41

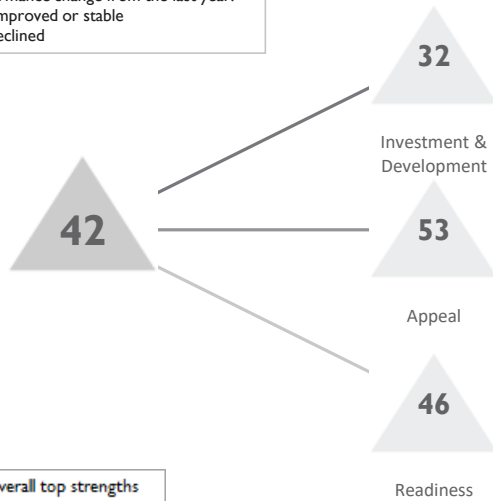
Readiness

		Value	2021 Rank
▷ Labor force growth	Percentage change	-1.97 %	50
Skilled labor	is readily available	6.89 Survey [0..10]	8
▶ Finance skills	are readily available	8.40 Survey [0..10]	1
▶ International experience	of senior managers is generally significant	7.44 Survey [0..10]	4
Competent senior managers	are readily available	7.07 Survey [0..10]	6
Primary and secondary education	meets the needs of a competitive economy	7.69 Survey [0..10]	12
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	41.48 %	1
University education	meets the needs of a competitive economy	7.80 Survey [0..10]	13
Management education	meets the needs of the business community	8.02 Survey [0..10]	6
Language skills	are meeting the needs of enterprises	7.65 Survey [0..10]	18
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	5.68 number	11
▶ Educational assessment - PISA	PISA survey of 15-year olds	531 Average	3

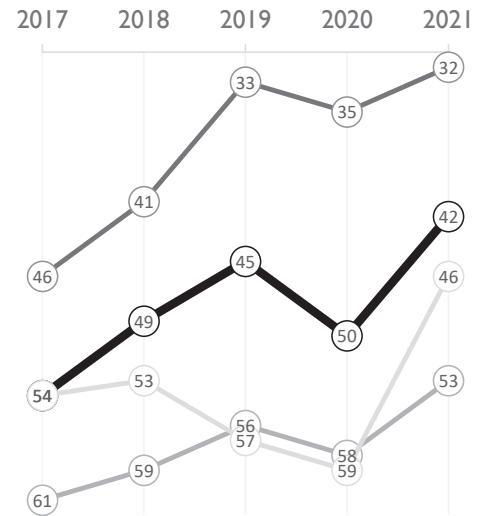
HUNGARY

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



► Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.8 %	29
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	4,658 US\$	35
► Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	10.18 ratio	4
► Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.37 ratio	24
Apprenticeships	are sufficiently implemented	3.76 Survey [0..10]	55
Employee training	is a high priority in companies	5.05 Survey [0..10]	51
Female labor force	Percentage of total labor force	46.73 %	28
Health infrastructure	meets the needs of society	3.54 Survey [0..10]	53

Appeal

		Value	2021 Rank
► Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	57.30 index	7
Attracting and retaining talents	is a priority in companies	6.41 Survey [0..10]	41
Worker motivation	in companies is high	4.39 Survey [0..10]	54
▷ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	2.17 Survey [0..10]	60
Quality of life	is high	4.37 Survey [0..10]	56
Foreign highly-skilled personnel	are attracted to your country's business environment	3.64 Survey [0..10]	51
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	12,322 US\$	46
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	81,100 US\$	54
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	5.18 %	31
Justice	is fairly administered	4.58 Survey [0..10]	44
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	16.60 micrograms	35

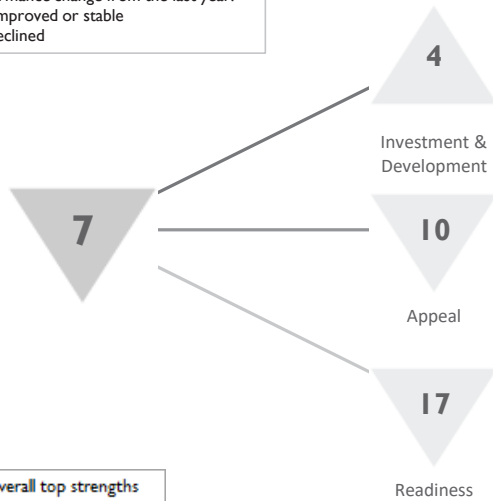
Readiness

		Value	2021 Rank
► Labor force growth	Percentage change	0.67 %	15
▷ Skilled labor	is readily available	3.33 Survey [0..10]	63
Finance skills	are readily available	4.96 Survey [0..10]	54
International experience	of senior managers is generally significant	5.30 Survey [0..10]	36
▷ Competent senior managers	are readily available	3.16 Survey [0..10]	62
Primary and secondary education	meets the needs of a competitive economy	4.32 Survey [0..10]	49
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	23.35 %	36
University education	meets the needs of a competitive economy	4.99 Survey [0..10]	49
▷ Management education	meets the needs of the business community	4.59 Survey [0..10]	58
▷ Language skills	are meeting the needs of enterprises	3.69 Survey [0..10]	59
► Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.63 number	26
Educational assessment - PISA	PISA survey of 15-year olds	479 Average	33

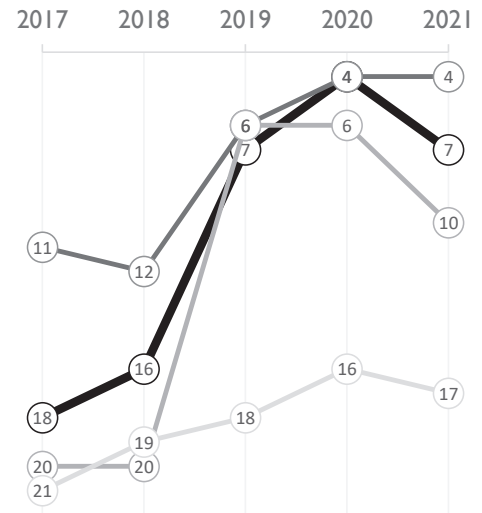
ICELAND

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank	
▶ Total public expenditure on education	Percentage of GDP	7.0 %	4	
▶ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	17,474 US\$	3	
	Pupil-teacher ratio (primary education)	11.02 ratio	8	
	Pupil-teacher ratio (secondary education)	10.13 ratio	14	
▷ Apprenticeships	are sufficiently implemented	4.70 Survey [0..10]	45	
	Employee training	is a high priority in companies	6.12 Survey [0..10]	31
	Female labor force	Percentage of total labor force	46.08 %	32
	Health infrastructure	meets the needs of society	7.91 Survey [0..10]	15

Appeal

		Value	2021 Rank	
	Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	- index -	
	Attracting and retaining talents	is a priority in companies	7.48 Survey [0..10]	16
	Worker motivation	in companies is high	7.21 Survey [0..10]	9
	Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	7.30 Survey [0..10]	6
	Quality of life	is high	9.48 Survey [0..10]	5
	Foreign highly-skilled personnel	are attracted to your country's business environment	5.05 Survey [0..10]	37
▶	Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	75,088 US\$	2
▷	Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	87,701 US\$	51
▷	Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	14.32 %	62
	Justice	is fairly administered	7.33 Survey [0..10]	15
	Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	6.37 micrograms	5

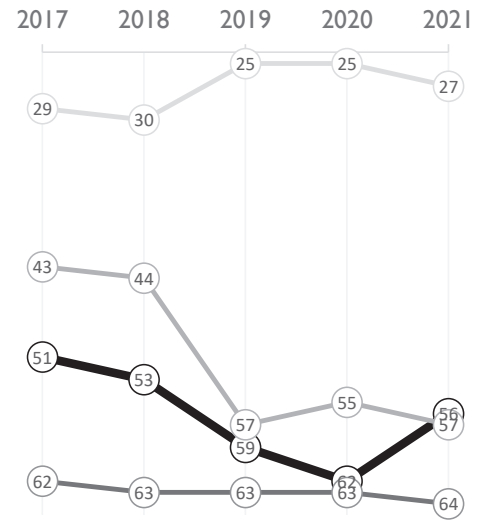
Readiness

		Value	2021 Rank	
	Labor force growth	Percentage change	-0.19 %	29
▶	Skilled labor	is readily available	7.03 Survey [0..10]	4
	Finance skills	are readily available	7.70 Survey [0..10]	7
▷	International experience	of senior managers is generally significant	5.06 Survey [0..10]	40
	Competent senior managers	are readily available	6.70 Survey [0..10]	11
	Primary and secondary education	meets the needs of a competitive economy	7.66 Survey [0..10]	13
▷	Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	20.21 %	48
	University education	meets the needs of a competitive economy	8.09 Survey [0..10]	9
	Management education	meets the needs of the business community	7.72 Survey [0..10]	10
▶	Language skills	are meeting the needs of enterprises	8.82 Survey [0..10]	3
	Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.33 number	19
	Educational assessment - PISA	PISA survey of 15-year olds	481 Average	30

INDIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.4 %	37
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	332 US\$	62
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	30.10 ratio	61
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	24.67 ratio	58
Apprenticeships	are sufficiently implemented	5.43 Survey [0..10]	26
Employee training	is a high priority in companies	5.83 Survey [0..10]	34
▷ Female labor force	Percentage of total labor force	23.02 %	59
Health infrastructure	meets the needs of society	4.64 Survey [0..10]	46

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	76.10 index	42
Attracting and retaining talents	is a priority in companies	6.63 Survey [0..10]	34
Worker motivation	in companies is high	6.07 Survey [0..10]	27
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.93 Survey [0..10]	29
Quality of life	is high	5.14 Survey [0..10]	47
Foreign highly-skilled personnel	are attracted to your country's business environment	4.73 Survey [0..10]	41
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	6,508 US\$	57
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	103,745 US\$	45
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	2.49 %	16
Justice	is fairly administered	5.43 Survey [0..10]	34
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	83.30 micrograms	64

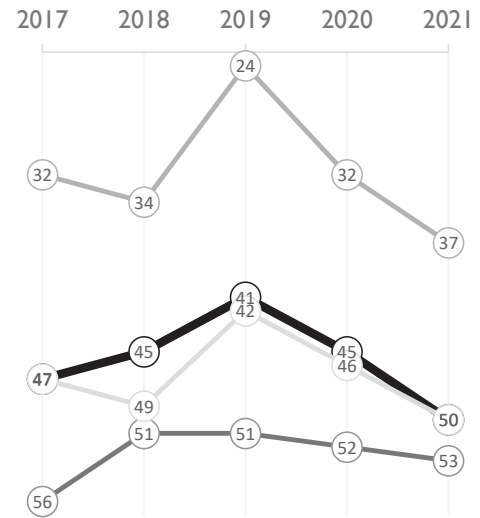
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	1.82 %	4
Skilled labor	is readily available	6.15 Survey [0..10]	24
▶ Finance skills	are readily available	6.93 Survey [0..10]	17
International experience	of senior managers is generally significant	5.32 Survey [0..10]	35
▶ Competent senior managers	are readily available	6.27 Survey [0..10]	20
Primary and secondary education	meets the needs of a competitive economy	5.93 Survey [0..10]	37
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	32.17 %	6
University education	meets the needs of a competitive economy	6.11 Survey [0..10]	35
Management education	meets the needs of the business community	6.71 Survey [0..10]	26
Language skills	are meeting the needs of enterprises	7.09 Survey [0..10]	23
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.04 number	60
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

INDONESIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	3.1 %	55
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	454 US\$	61
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	17.82 ratio	47
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	15.21 ratio	50
▶ Apprenticeships	are sufficiently implemented	6.14 Survey [0..10]	10
▶ Employee training	is a high priority in companies	6.75 Survey [0..10]	18
▷ Female labor force	Percentage of total labor force	34.65 %	57
Health infrastructure	meets the needs of society	5.46 Survey [0..10]	40

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	71.30 index	32
Attracting and retaining talents	is a priority in companies	7.35 Survey [0..10]	20
▶ Worker motivation	in companies is high	6.40 Survey [0..10]	19
▶ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.05 Survey [0..10]	16
Quality of life	is high	5.92 Survey [0..10]	41
Foreign highly-skilled personnel	are attracted to your country's business environment	6.05 Survey [0..10]	21
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	5,788 US\$	59
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	84,341 US\$	53
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	3.54 %	24
Justice	is fairly administered	4.91 Survey [0..10]	40
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	19.67 micrograms	44

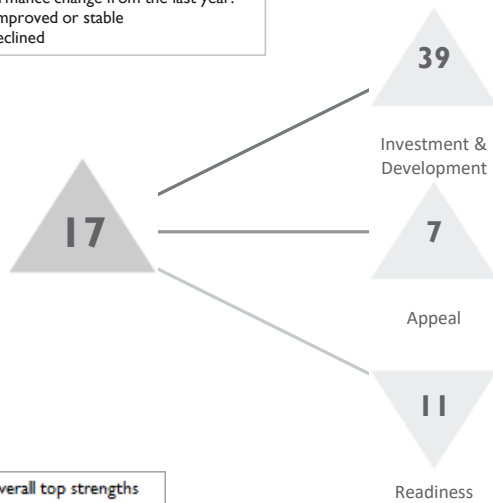
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	1.74 %	6
Skilled labor	is readily available	5.95 Survey [0..10]	30
Finance skills	are readily available	6.11 Survey [0..10]	40
International experience	of senior managers is generally significant	5.30 Survey [0..10]	38
Competent senior managers	are readily available	6.24 Survey [0..10]	21
Primary and secondary education	meets the needs of a competitive economy	5.79 Survey [0..10]	40
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	19.42 %	51
University education	meets the needs of a competitive economy	5.95 Survey [0..10]	38
Management education	meets the needs of the business community	5.89 Survey [0..10]	44
Language skills	are meeting the needs of enterprises	5.81 Survey [0..10]	39
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.03 number	61
▷ Educational assessment - PISA	PISA survey of 15-year olds	382 Average	58

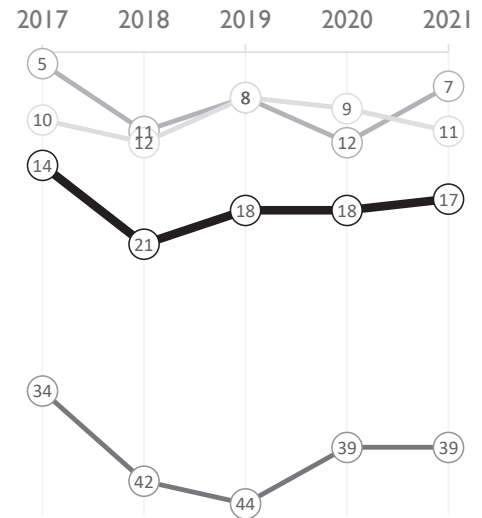
IRELAND

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



► Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▷ Total public expenditure on education	Percentage of GDP	3.2 %	53
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	8,937 US\$	19
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.14 ratio	32
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.89 ratio	38
▷ Apprenticeships	are sufficiently implemented	4.24 Survey [0..10]	51
Employee training	is a high priority in companies	6.78 Survey [0..10]	15
Female labor force	Percentage of total labor force	45.88 %	34
▷ Health infrastructure	meets the needs of society	4.61 Survey [0..10]	47

Appeal

		Value	2021 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	78.70 index	46
► Attracting and retaining talents	is a priority in companies	8.03 Survey [0..10]	5
Worker motivation	in companies is high	7.05 Survey [0..10]	11
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.24 Survey [0..10]	11
Quality of life	is high	8.28 Survey [0..10]	17
► Foreign highly-skilled personnel	are attracted to your country's business environment	7.42 Survey [0..10]	9
► Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	46,792 US\$	8
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	210,279 US\$	17
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	7.13 %	43
Justice	is fairly administered	7.46 Survey [0..10]	14
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	7.85 micrograms	10

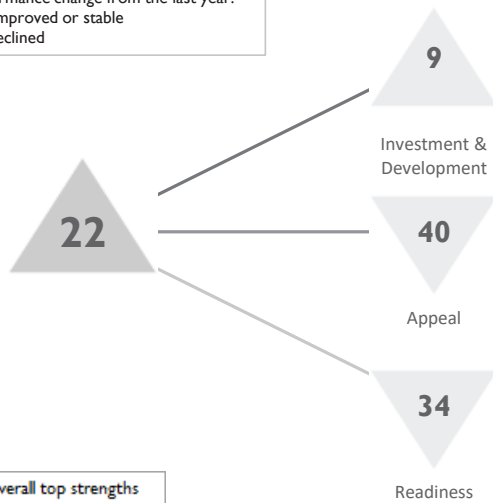
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-0.51 %	37
Skilled labor	is readily available	6.07 Survey [0..10]	27
Finance skills	are readily available	7.53 Survey [0..10]	9
International experience	of senior managers is generally significant	6.37 Survey [0..10]	12
► Competent senior managers	are readily available	6.95 Survey [0..10]	9
► Primary and secondary education	meets the needs of a competitive economy	7.93 Survey [0..10]	8
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	25.31 %	29
University education	meets the needs of a competitive economy	7.97 Survey [0..10]	10
Management education	meets the needs of the business community	7.66 Survey [0..10]	11
Language skills	are meeting the needs of enterprises	5.97 Survey [0..10]	37
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	5.06 number	15
Educational assessment - PISA	PISA survey of 15-year olds	505 Average	11

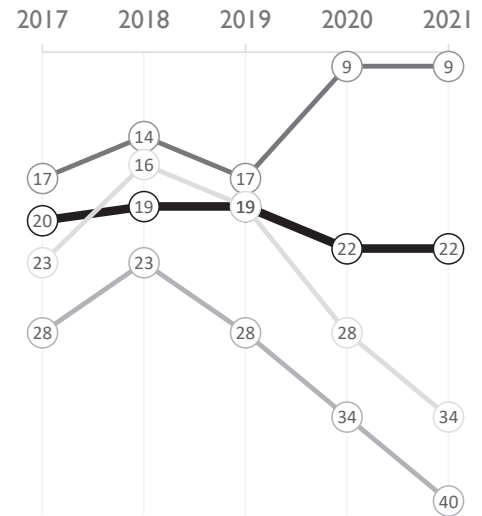
ISRAEL

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▶ Total public expenditure on education	Percentage of GDP	7.1 %	3
▶ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	9,763 US\$	16
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.10 ratio	30
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.40 ratio	16
▶ Apprenticeships	are sufficiently implemented	5.65 Survey [0..10]	18
▷ Employee training	is a high priority in companies	5.61 Survey [0..10]	40
▶ Female labor force	Percentage of total labor force	48.04 %	10
▶ Health infrastructure	meets the needs of society	7.04 Survey [0..10]	25

Appeal

		Value	2021 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	95.30 index	54
▷ Attracting and retaining talents	is a priority in companies	6.16 Survey [0..10]	48
▶ Worker motivation	in companies is high	6.20 Survey [0..10]	24
▷ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.84 Survey [0..10]	47
▶ Quality of life	is high	7.64 Survey [0..10]	25
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	5.49 Survey [0..10]	33
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	35,783 US\$	21
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	181,516 US\$	24
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	6.39 %	39
▶ Justice	is fairly administered	5.49 Survey [0..10]	33
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	19.42 micrograms	43

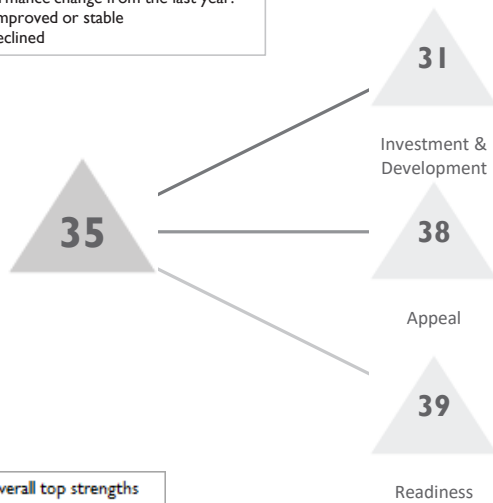
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	-0.82 %	43
▶ Skilled labor	is readily available	6.20 Survey [0..10]	21
▶ Finance skills	are readily available	6.20 Survey [0..10]	38
▶ International experience	of senior managers is generally significant	6.08 Survey [0..10]	16
▶ Competent senior managers	are readily available	6.12 Survey [0..10]	24
▶ Primary and secondary education	meets the needs of a competitive economy	6.16 Survey [0..10]	33
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	- %	-
▶ University education	meets the needs of a competitive economy	6.96 Survey [0..10]	25
▶ Management education	meets the needs of the business community	6.24 Survey [0..10]	35
▶ Language skills	are meeting the needs of enterprises	6.47 Survey [0..10]	33
▶ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	- number	-
▶ Educational assessment - PISA	PISA survey of 15-year olds	465 Average	38

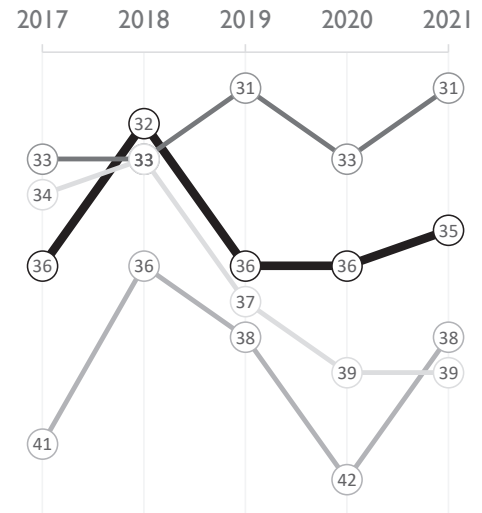
ITALY

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



- ▶ Overall top strengths
- ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	3.9 %	44
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	7,214 US\$	25
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.44 ratio	9
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.53 ratio	18
Apprenticeships	are sufficiently implemented	4.63 Survey [0..10]	46
▷ Employee training	is a high priority in companies	4.97 Survey [0..10]	53
Female labor force	Percentage of total labor force	42.50 %	49
Health infrastructure	meets the needs of society	6.66 Survey [0..10]	32

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	78.50 index	45
▷ Attracting and retaining talents	is a priority in companies	5.82 Survey [0..10]	55
Worker motivation	in companies is high	5.59 Survey [0..10]	36
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.13 Survey [0..10]	40
Quality of life	is high	7.52 Survey [0..10]	26
Foreign highly-skilled personnel	are attracted to your country's business environment	4.00 Survey [0..10]	48
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	32,932 US\$	23
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	256,104 US\$	10
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	10.91 %	55
Justice	is fairly administered	3.86 Survey [0..10]	48
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	15.85 micrograms	32

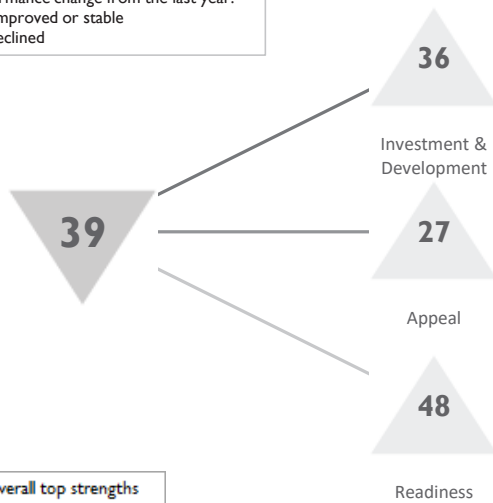
Readiness

		Value	2021 Rank
▷ Labor force growth	Percentage change	-2.80 %	55
Skilled labor	is readily available	5.98 Survey [0..10]	29
Finance skills	are readily available	6.05 Survey [0..10]	42
▷ International experience	of senior managers is generally significant	4.74 Survey [0..10]	51
Competent senior managers	are readily available	6.00 Survey [0..10]	26
▶ Primary and secondary education	meets the needs of a competitive economy	6.77 Survey [0..10]	21
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	24.48 %	34
University education	meets the needs of a competitive economy	6.93 Survey [0..10]	26
Management education	meets the needs of the business community	6.50 Survey [0..10]	29
Language skills	are meeting the needs of enterprises	4.95 Survey [0..10]	48
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.76 number	42
Educational assessment - PISA	PISA survey of 15-year olds	477 Average	34

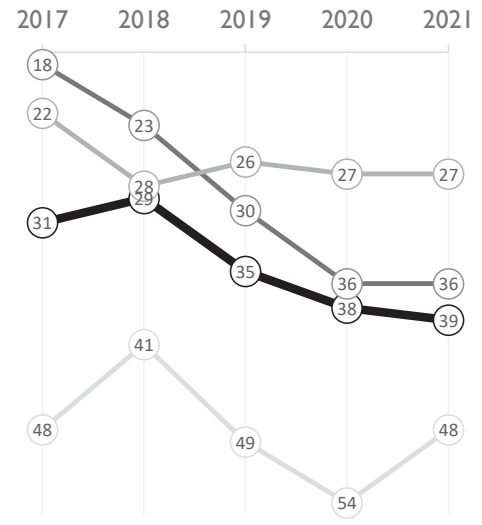
JAPAN

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



► Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▷ Total public expenditure on education	Percentage of GDP	3.1 %	56
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	7,704 US\$	24
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.90 ratio	37
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.15 ratio	34
Apprenticeships	are sufficiently implemented	5.41 Survey [0..10]	27
Employee training	is a high priority in companies	6.27 Survey [0..10]	27
Female labor force	Percentage of total labor force	44.32 %	43
Health infrastructure	meets the needs of society	6.69 Survey [0..10]	31

Appeal

		Value	2021 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	113.20 index	60
► Attracting and retaining talents	is a priority in companies	8.55 Survey [0..10]	1
Worker motivation	in companies is high	6.04 Survey [0..10]	28
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.84 Survey [0..10]	48
Quality of life	is high	7.43 Survey [0..10]	28
Foreign highly-skilled personnel	are attracted to your country's business environment	3.82 Survey [0..10]	49
► Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	45,806 US\$	14
► Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	269,256 US\$	7
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	5.97 %	37
► Justice	is fairly administered	7.06 Survey [0..10]	18
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	13.65 micrograms	26

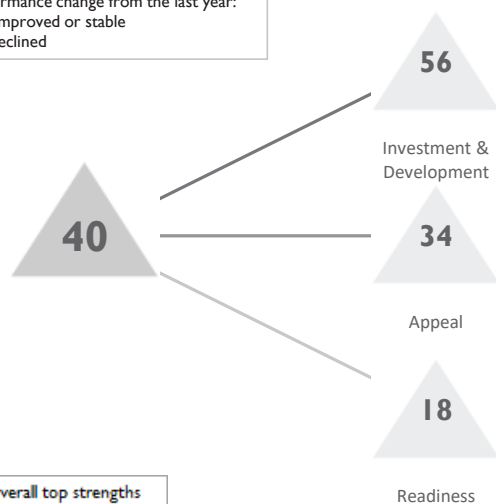
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-0.27 %	31
Skilled labor	is readily available	4.93 Survey [0..10]	46
Finance skills	are readily available	5.86 Survey [0..10]	45
▷ International experience	of senior managers is generally significant	2.61 Survey [0..10]	64
▷ Competent senior managers	are readily available	3.52 Survey [0..10]	58
Primary and secondary education	meets the needs of a competitive economy	6.42 Survey [0..10]	31
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	21.77 %	44
University education	meets the needs of a competitive economy	4.64 Survey [0..10]	54
Management education	meets the needs of the business community	4.82 Survey [0..10]	55
▷ Language skills	are meeting the needs of enterprises	3.19 Survey [0..10]	62
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.61 number	44
► Educational assessment - PISA	PISA survey of 15-year olds	520 Average	5

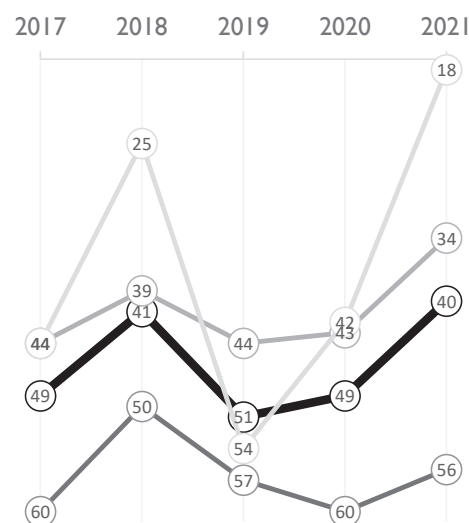
JORDAN

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank	
▷ Total public expenditure on education	Percentage of GDP	3.0 %	59	
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	548 US\$	59	
	Pupil-teacher ratio (primary education)	16.38 ratio	39	
	Pupil-teacher ratio (secondary education)	14.40 ratio	48	
▶ Apprenticeships	are sufficiently implemented	6.14 Survey [0..10]	9	
▶ Employee training	is a high priority in companies	6.83 Survey [0..10]	12	
▷ Female labor force	Percentage of total labor force	20.71 %	61	
	Health infrastructure	meets the needs of society	6.49 Survey [0..10]	34

Appeal

		Value	2021 Rank	
	Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	74.10 index	39
	Attracting and retaining talents	is a priority in companies	7.14 Survey [0..10]	29
	Worker motivation	in companies is high	6.16 Survey [0..10]	25
	Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.17 Survey [0..10]	27
	Quality of life	is high	5.60 Survey [0..10]	43
	Foreign highly-skilled personnel	are attracted to your country's business environment	5.51 Survey [0..10]	32
	Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	- US\$	-
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	52,902 US\$	56	
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	0.74 %	4	
	Justice	is fairly administered	6.56 Survey [0..10]	23
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	30.13 micrograms	57	

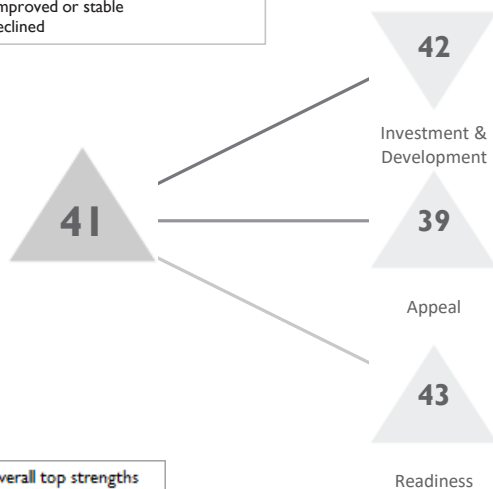
Readiness

		Value	2021 Rank	
▶ Labor force growth	Percentage change	2.35 %	1	
▶ Skilled labor	is readily available	7.25 Survey [0..10]	2	
	Finance skills	are readily available	7.30 Survey [0..10]	14
	International experience	of senior managers is generally significant	6.35 Survey [0..10]	13
	Competent senior managers	are readily available	6.58 Survey [0..10]	15
	Primary and secondary education	meets the needs of a competitive economy	6.51 Survey [0..10]	28
	Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	28.42 %	13
	University education	meets the needs of a competitive economy	6.73 Survey [0..10]	28
	Management education	meets the needs of the business community	6.63 Survey [0..10]	28
	Language skills	are meeting the needs of enterprises	6.63 Survey [0..10]	29
	Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.84 number	23
	Educational assessment - PISA	PISA survey of 15-year olds	416 Average	49

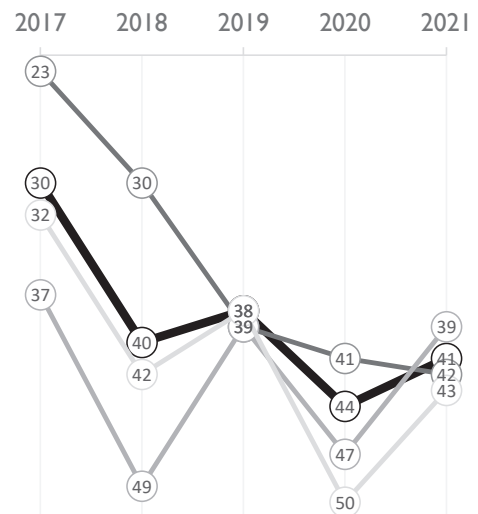
KAZAKHSTAN

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



- ▶ Overall top strengths
- ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▷ Total public expenditure on education	Percentage of GDP	2.9 %	60
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	988 US\$	57
	Pupil-teacher ratio (primary education)	17.21 ratio	44
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	7.68 ratio	2
	Apprenticeships	are sufficiently implemented	5.55 Survey [0..10] 25
	Employee training	is a high priority in companies	6.40 Survey [0..10] 22
▶ Female labor force	Percentage of total labor force	48.49 %	8
	Health infrastructure	meets the needs of society	4.78 Survey [0..10] 44

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	52.10 index	3
	Attracting and retaining talents	is a priority in companies	6.53 Survey [0..10] 35
	Worker motivation	in companies is high	5.55 Survey [0..10] 38
	Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.31 Survey [0..10] 37
	Quality of life	is high	5.28 Survey [0..10] 45
	Foreign highly-skilled personnel	are attracted to your country's business environment	5.68 Survey [0..10] 25
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	6,244 US\$	58
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	16,000 US\$	62
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	1.26 %	7
	Justice	is fairly administered	5.76 Survey [0..10] 29
	Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	21.05 micrograms 47

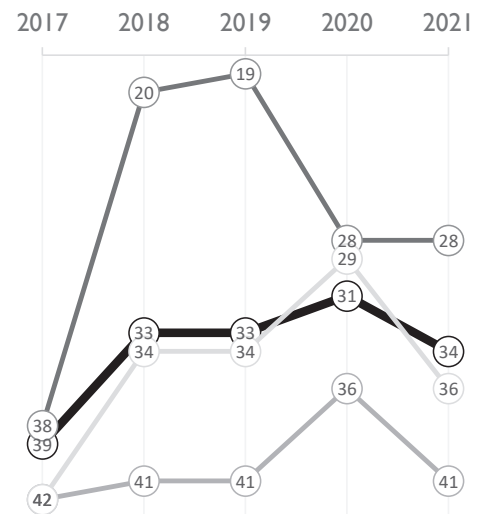
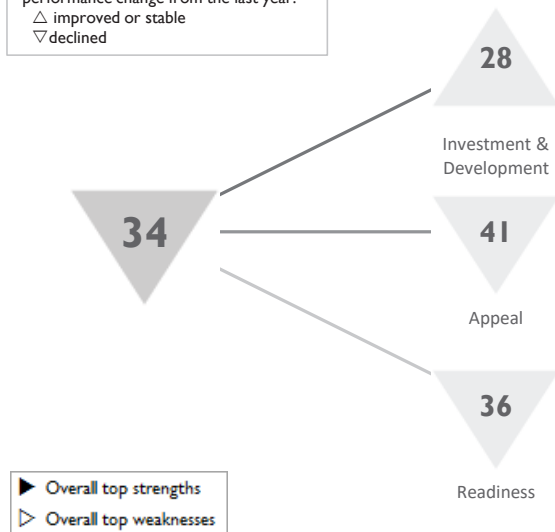
Readiness

		Value	2021 Rank
	Labor force growth	Percentage change	-0.44 % 36
	Skilled labor	is readily available	5.68 Survey [0..10] 34
	Finance skills	are readily available	6.51 Survey [0..10] 29
	International experience	of senior managers is generally significant	5.73 Survey [0..10] 29
▶ Competent senior managers	are readily available	6.40 Survey [0..10] 18	
	Primary and secondary education	meets the needs of a competitive economy	5.24 Survey [0..10] 45
	Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	24.73 % 32
	University education	meets the needs of a competitive economy	5.11 Survey [0..10] 48
	Management education	meets the needs of the business community	5.50 Survey [0..10] 48
	Language skills	are meeting the needs of enterprises	4.94 Survey [0..10] 49
	Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.23 number 49
▷ Educational assessment - PISA	PISA survey of 15-year olds	402 Average	53

KOREA REP.

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.5 %	35
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	7,722 US\$	23
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.62 ratio	43
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.10 ratio	31
▶ Apprenticeships	are sufficiently implemented	6.00 Survey [0..10]	12
Employee training	is a high priority in companies	6.11 Survey [0..10]	32
Female labor force	Percentage of total labor force	42.86 %	47
▶ Health infrastructure	meets the needs of society	8.15 Survey [0..10]	12

Appeal

		Value	2021 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	95.90 index	55
▶ Attracting and retaining talents	is a priority in companies	8.00 Survey [0..10]	6
Worker motivation	in companies is high	5.34 Survey [0..10]	43
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.28 Survey [0..10]	24
Quality of life	is high	6.44 Survey [0..10]	39
Foreign highly-skilled personnel	are attracted to your country's business environment	4.42 Survey [0..10]	46
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	24,963 US\$	28
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	237,687 US\$	15
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	4.78 %	30
Justice	is fairly administered	4.59 Survey [0..10]	43
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	27.45 micrograms	55

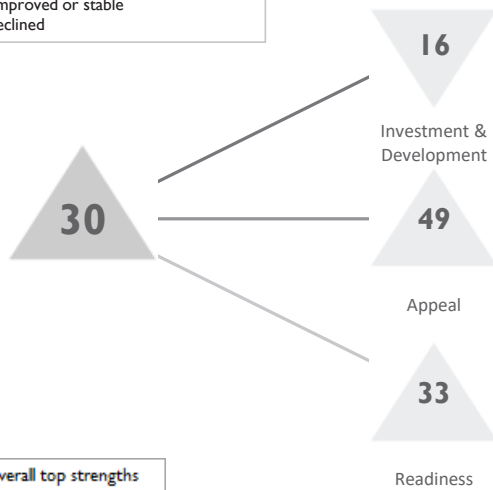
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-0.62 %	39
Skilled labor	is readily available	4.95 Survey [0..10]	45
Finance skills	are readily available	5.78 Survey [0..10]	46
▷ International experience	of senior managers is generally significant	4.66 Survey [0..10]	52
▷ Competent senior managers	are readily available	4.24 Survey [0..10]	53
Primary and secondary education	meets the needs of a competitive economy	5.85 Survey [0..10]	38
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	29.61 %	12
▷ University education	meets the needs of a competitive economy	5.23 Survey [0..10]	47
Management education	meets the needs of the business community	5.72 Survey [0..10]	46
Language skills	are meeting the needs of enterprises	6.17 Survey [0..10]	35
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.91 number	40
▶ Educational assessment - PISA	PISA survey of 15-year olds	520 Average	6

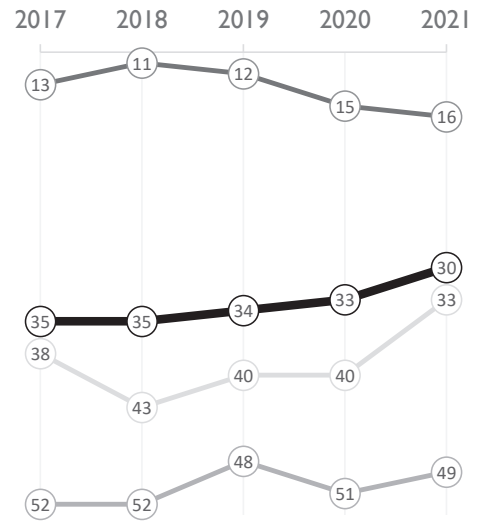
LATVIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▶ Total public expenditure on education	Percentage of GDP	5.8 %	12
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	4,885 US\$	34
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	11.96 ratio	11
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.93 ratio	12
Apprenticeships	are sufficiently implemented	4.98 Survey [0..10]	35
▷ Employee training	is a high priority in companies	5.24 Survey [0..10]	49
▶ Female labor force	Percentage of total labor force	49.94 %	3
Health infrastructure	meets the needs of society	4.93 Survey [0..10]	42

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	67.60 index	23
Attracting and retaining talents	is a priority in companies	6.49 Survey [0..10]	36
Worker motivation	in companies is high	5.32 Survey [0..10]	44
▷ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.69 Survey [0..10]	50
Quality of life	is high	5.50 Survey [0..10]	44
Foreign highly-skilled personnel	are attracted to your country's business environment	4.62 Survey [0..10]	43
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	11,431 US\$	51
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	99,037 US\$	46
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	6.50 %	40
Justice	is fairly administered	4.89 Survey [0..10]	41
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	12.71 micrograms	24

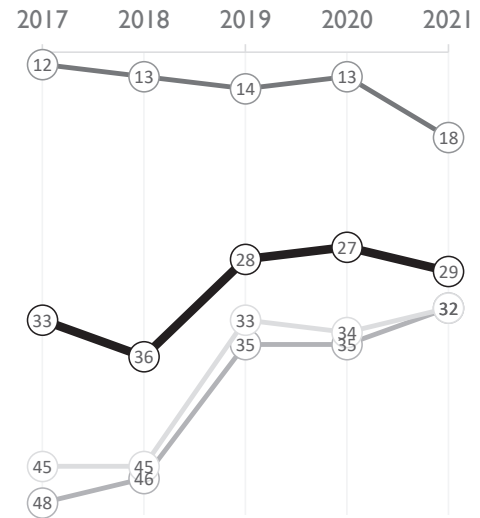
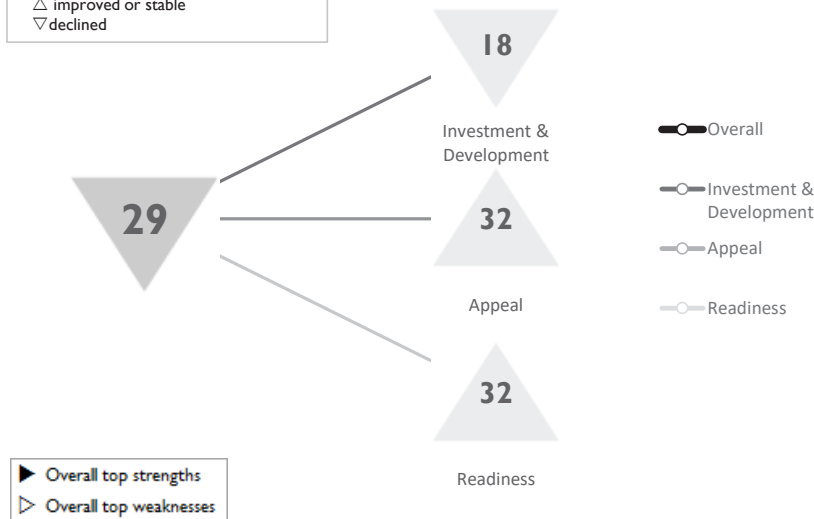
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	0.04 %	25
Skilled labor	is readily available	5.20 Survey [0..10]	40
Finance skills	are readily available	6.09 Survey [0..10]	41
▶ International experience	of senior managers is generally significant	6.09 Survey [0..10]	14
Competent senior managers	are readily available	5.60 Survey [0..10]	34
Primary and secondary education	meets the needs of a competitive economy	6.09 Survey [0..10]	36
▷ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	19.93 %	49
University education	meets the needs of a competitive economy	6.32 Survey [0..10]	34
Management education	meets the needs of the business community	6.36 Survey [0..10]	34
Language skills	are meeting the needs of enterprises	7.78 Survey [0..10]	17
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.36 number	18
Educational assessment - PISA	PISA survey of 15-year olds	487 Average	29

LITHUANIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.6 %	33
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	4,394 US\$	37
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	14.45 ratio	28
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.59 ratio	11
▶ Apprenticeships	are sufficiently implemented	6.03 Survey [0..10]	11
Employee training	is a high priority in companies	6.28 Survey [0..10]	26
▶ Female labor force	Percentage of total labor force	49.51 %	4
Health infrastructure	meets the needs of society	5.75 Survey [0..10]	37

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	60.70 index	10
Attracting and retaining talents	is a priority in companies	6.91 Survey [0..10]	33
Worker motivation	in companies is high	5.77 Survey [0..10]	30
▷ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.90 Survey [0..10]	46
Quality of life	is high	6.86 Survey [0..10]	34
Foreign highly-skilled personnel	are attracted to your country's business environment	5.14 Survey [0..10]	35
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	11,666 US\$	49
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	112,304 US\$	43
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	7.06 %	42
Justice	is fairly administered	5.67 Survey [0..10]	31
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	10.47 micrograms	17

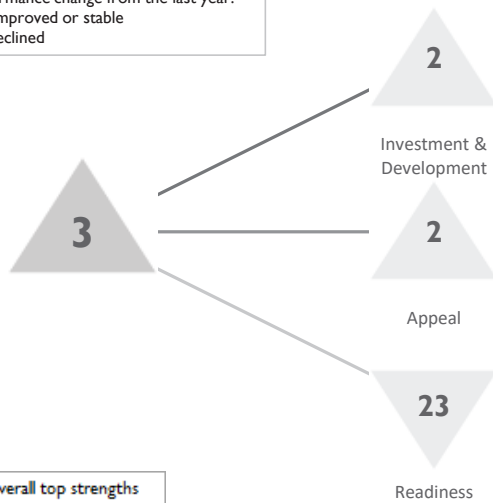
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	0.92 %	11
Skilled labor	is readily available	5.11 Survey [0..10]	42
▷ Finance skills	are readily available	4.96 Survey [0..10]	55
International experience	of senior managers is generally significant	5.90 Survey [0..10]	22
Competent senior managers	are readily available	5.28 Survey [0..10]	39
Primary and secondary education	meets the needs of a competitive economy	6.10 Survey [0..10]	35
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	27.27 %	23
University education	meets the needs of a competitive economy	5.85 Survey [0..10]	39
Management education	meets the needs of the business community	6.15 Survey [0..10]	38
Language skills	are meeting the needs of enterprises	7.42 Survey [0..10]	20
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.40 number	34
Educational assessment - PISA	PISA survey of 15-year olds	480 Average	32

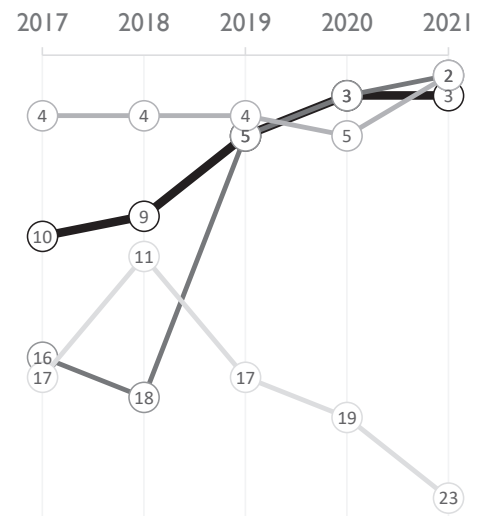
LUXEMBOURG

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.7 %	32
▶ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	29,122 US\$	1
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	8.97 ratio	1
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.24 ratio	8
Apprenticeships	are sufficiently implemented	5.87 Survey [0..10]	15
Employee training	is a high priority in companies	7.02 Survey [0..10]	11
▷ Female labor force	Percentage of total labor force	39.50 %	52
Health infrastructure	meets the needs of society	8.00 Survey [0..10]	14

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	71.40 index	33
Attracting and retaining talents	is a priority in companies	7.87 Survey [0..10]	9
Worker motivation	in companies is high	6.94 Survey [0..10]	13
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.22 Survey [0..10]	12
Quality of life	is high	9.18 Survey [0..10]	9
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	7.90 Survey [0..10]	5
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	64,767 US\$	3
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	263,271 US\$	8
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	9.32 %	48
Justice	is fairly administered	7.90 Survey [0..10]	10
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	10.09 micrograms	16

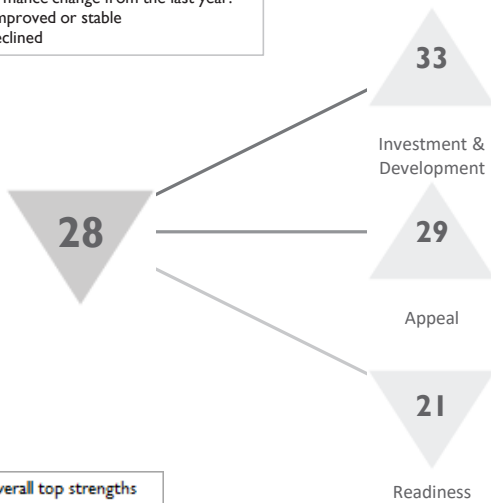
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	2.32 %	2
▷ Skilled labor	is readily available	4.68 Survey [0..10]	48
Finance skills	are readily available	6.87 Survey [0..10]	21
International experience	of senior managers is generally significant	7.27 Survey [0..10]	6
▷ Competent senior managers	are readily available	5.35 Survey [0..10]	37
Primary and secondary education	meets the needs of a competitive economy	6.74 Survey [0..10]	23
▷ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	18.96 %	53
University education	meets the needs of a competitive economy	6.51 Survey [0..10]	30
Management education	meets the needs of the business community	6.79 Survey [0..10]	24
Language skills	are meeting the needs of enterprises	8.32 Survey [0..10]	10
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	5.63 number	12
Educational assessment - PISA	PISA survey of 15-year olds	477 Average	35

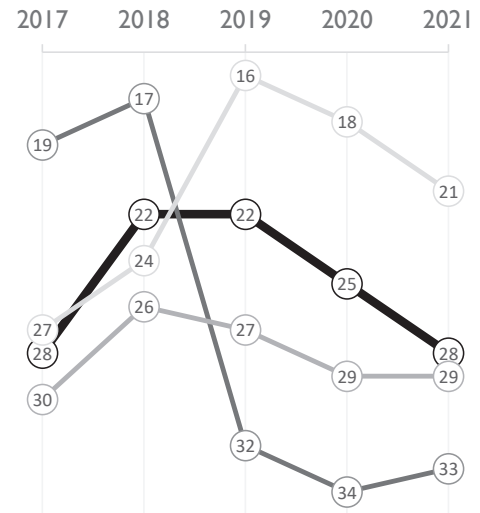
MALAYSIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



- ▶ Overall top strengths
- ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.2 %	40
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,963 US\$	47
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.00 ratio	13
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.00 ratio	20
Apprenticeships	are sufficiently implemented	5.60 Survey [0..10]	21
Employee training	is a high priority in companies	6.31 Survey [0..10]	25
▷ Female labor force	Percentage of total labor force	39.02 %	53
Health infrastructure	meets the needs of society	7.43 Survey [0..10]	22

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	63.10 index	16
Attracting and retaining talents	is a priority in companies	6.41 Survey [0..10]	40
Worker motivation	in companies is high	5.76 Survey [0..10]	31
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.23 Survey [0..10]	26
Quality of life	is high	6.59 Survey [0..10]	37
Foreign highly-skilled personnel	are attracted to your country's business environment	5.87 Survey [0..10]	23
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	13,564 US\$	41
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	117,688 US\$	42
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	2.56 %	17
Justice	is fairly administered	5.41 Survey [0..10]	35
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	16.55 micrograms	34

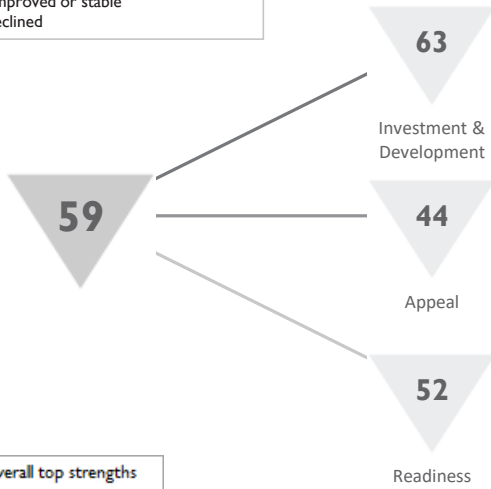
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	0.55 %	16
Skilled labor	is readily available	6.14 Survey [0..10]	25
Finance skills	are readily available	6.29 Survey [0..10]	33
International experience	of senior managers is generally significant	5.69 Survey [0..10]	30
Competent senior managers	are readily available	5.89 Survey [0..10]	28
Primary and secondary education	meets the needs of a competitive economy	6.11 Survey [0..10]	34
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	39.17 %	2
University education	meets the needs of a competitive economy	6.33 Survey [0..10]	33
Management education	meets the needs of the business community	6.49 Survey [0..10]	31
Language skills	are meeting the needs of enterprises	6.66 Survey [0..10]	28
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.52 number	32
▷ Educational assessment - PISA	PISA survey of 15-year olds	431 Average	45

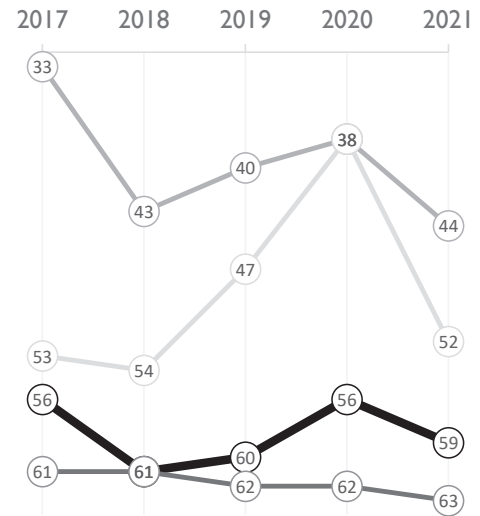
MEXICO

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



- ▶ Overall top strengths
- ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▷ Total public expenditure on education	Percentage of GDP	3.1 %	57
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,022 US\$	56
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	24.42 ratio	58
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	27.22 ratio	62
Apprenticeships	are sufficiently implemented	5.12 Survey [0..10]	30
Employee training	is a high priority in companies	5.35 Survey [0..10]	47
Female labor force	Percentage of total labor force	38.76 %	54
Health infrastructure	meets the needs of society	2.78 Survey [0..10]	56

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	66.10 index	22
Attracting and retaining talents	is a priority in companies	6.21 Survey [0..10]	45
Worker motivation	in companies is high	5.57 Survey [0..10]	37
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.10 Survey [0..10]	41
Quality of life	is high	5.18 Survey [0..10]	46
Foreign highly-skilled personnel	are attracted to your country's business environment	4.75 Survey [0..10]	40
▷ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	7,429 US\$	56
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	200,980 US\$	21
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	3.42 %	23
Justice	is fairly administered	2.45 Survey [0..10]	54
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	20.11 micrograms	46

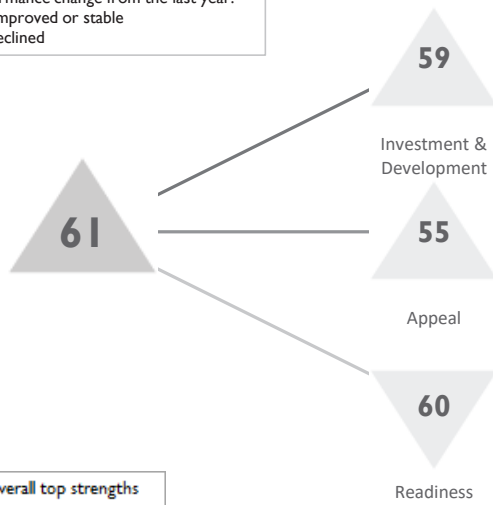
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-3.03 %	56
Skilled labor	is readily available	5.83 Survey [0..10]	32
Finance skills	are readily available	6.12 Survey [0..10]	39
▶ International experience	of senior managers is generally significant	6.06 Survey [0..10]	17
Competent senior managers	are readily available	5.29 Survey [0..10]	38
Primary and secondary education	meets the needs of a competitive economy	4.10 Survey [0..10]	53
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	25.83 %	26
University education	meets the needs of a competitive economy	5.51 Survey [0..10]	42
Management education	meets the needs of the business community	5.81 Survey [0..10]	45
Language skills	are meeting the needs of enterprises	5.04 Survey [0..10]	45
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.26 number	55
Educational assessment - PISA	PISA survey of 15-year olds	416 Average	48

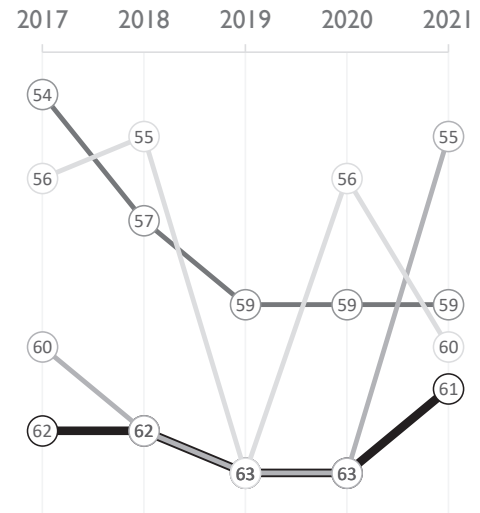
MONGOLIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.7 %	31
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	626 US\$	58
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	32.30 ratio	63
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	20.00 ratio	55
Apprenticeships	are sufficiently implemented	4.10 Survey [0..10]	53
▶ Employee training	is a high priority in companies	6.76 Survey [0..10]	17
▶ Female labor force	Percentage of total labor force	47.27 %	15
Health infrastructure	meets the needs of society	2.70 Survey [0..10]	59

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	- index	-
▶ Attracting and retaining talents	is a priority in companies	7.26 Survey [0..10]	24
Worker motivation	in companies is high	4.00 Survey [0..10]	61
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.52 Survey [0..10]	51
▷ Quality of life	is high	2.52 Survey [0..10]	63
Foreign highly-skilled personnel	are attracted to your country's business environment	3.14 Survey [0..10]	56
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	- US\$	-
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	- US\$	-
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	2.48 %	15
Justice	is fairly administered	2.38 Survey [0..10]	56
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	42.29 micrograms	59

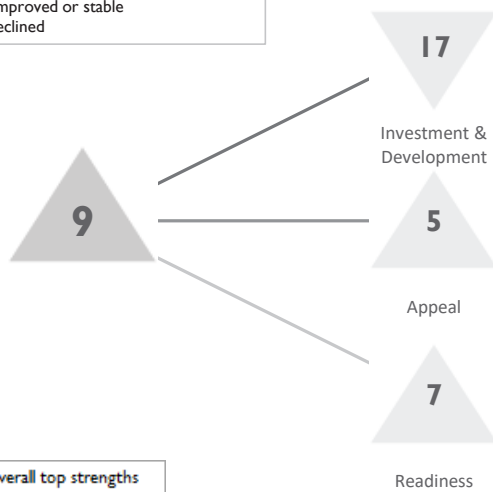
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-4.50 %	59
▷ Skilled labor	is readily available	2.76 Survey [0..10]	64
Finance skills	are readily available	4.10 Survey [0..10]	61
▷ International experience	of senior managers is generally significant	3.31 Survey [0..10]	63
Competent senior managers	are readily available	3.10 Survey [0..10]	63
Primary and secondary education	meets the needs of a competitive economy	3.38 Survey [0..10]	58
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	23.15 %	38
▷ University education	meets the needs of a competitive economy	2.52 Survey [0..10]	64
Management education	meets the needs of the business community	3.79 Survey [0..10]	62
Language skills	are meeting the needs of enterprises	4.72 Survey [0..10]	53
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.69 number	51
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

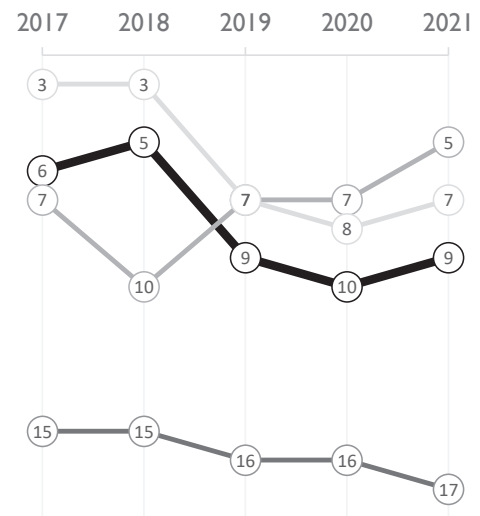
NETHERLANDS

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



► Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	5.0 %	23
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	11,068 US\$	12
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.36 ratio	38
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	16.85 ratio	51
Apprenticeships	are sufficiently implemented	6.45 Survey [0..10]	6
Employee training	is a high priority in companies	7.10 Survey [0..10]	9
Female labor force	Percentage of total labor force	46.88 %	24
Health infrastructure	meets the needs of society	8.25 Survey [0..10]	11

Appeal

		Value	2021 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	75.70 index	41
Attracting and retaining talents	is a priority in companies	7.86 Survey [0..10]	10
Worker motivation	in companies is high	7.48 Survey [0..10]	7
► Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	7.67 Survey [0..10]	4
Quality of life	is high	9.40 Survey [0..10]	6
Foreign highly-skilled personnel	are attracted to your country's business environment	8.02 Survey [0..10]	4
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	46,077 US\$	13
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	244,812 US\$	12
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	8.50 %	46
Justice	is fairly administered	8.62 Survey [0..10]	4
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	12.03 micrograms	22

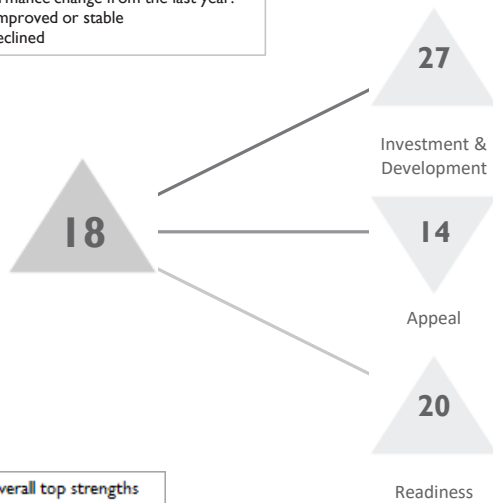
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	0.44 %	18
Skilled labor	is readily available	6.71 Survey [0..10]	10
Finance skills	are readily available	7.94 Survey [0..10]	6
► International experience	of senior managers is generally significant	7.79 Survey [0..10]	3
► Competent senior managers	are readily available	7.37 Survey [0..10]	2
Primary and secondary education	meets the needs of a competitive economy	8.37 Survey [0..10]	5
▷ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	18.58 %	55
► University education	meets the needs of a competitive economy	8.79 Survey [0..10]	2
Management education	meets the needs of the business community	8.08 Survey [0..10]	4
► Language skills	are meeting the needs of enterprises	9.17 Survey [0..10]	1
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	6.27 number	10
Educational assessment - PISA	PISA survey of 15-year olds	502 Average	16

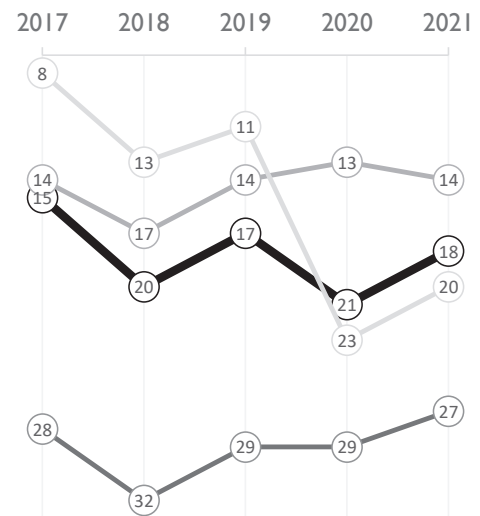
NEW ZEALAND

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	5.5 %	15
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	8,798 US\$	21
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	16.38 ratio	40
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	14.30 ratio	47
▷ Apprenticeships	are sufficiently implemented	4.87 Survey [0..10]	40
▷ Employee training	is a high priority in companies	5.57 Survey [0..10]	41
Female labor force	Percentage of total labor force	47.04 %	19
Health infrastructure	meets the needs of society	5.48 Survey [0..10]	39

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	68.90 index	28
▶ Attracting and retaining talents	is a priority in companies	7.94 Survey [0..10]	8
Worker motivation	in companies is high	6.39 Survey [0..10]	20
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.81 Survey [0..10]	30
Quality of life	is high	8.66 Survey [0..10]	13
Foreign highly-skilled personnel	are attracted to your country's business environment	7.10 Survey [0..10]	10
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	40,586 US\$	15
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	160,434 US\$	31
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	12.38 %	61
▶ Justice	is fairly administered	8.48 Survey [0..10]	5
▶ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	6.05 micrograms	4

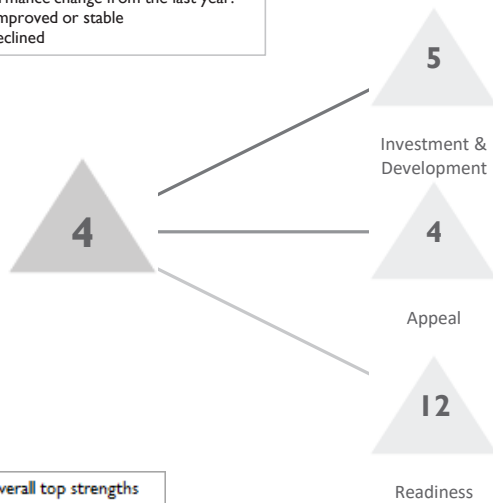
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	1.80 %	5
▷ Skilled labor	is readily available	3.90 Survey [0..10]	57
Finance skills	are readily available	6.58 Survey [0..10]	28
International experience	of senior managers is generally significant	5.77 Survey [0..10]	28
Competent senior managers	are readily available	5.61 Survey [0..10]	33
Primary and secondary education	meets the needs of a competitive economy	6.48 Survey [0..10]	30
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	22.99 %	39
University education	meets the needs of a competitive economy	7.00 Survey [0..10]	24
Management education	meets the needs of the business community	6.49 Survey [0..10]	30
Language skills	are meeting the needs of enterprises	6.58 Survey [0..10]	30
▶ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	10.63 number	4
Educational assessment - PISA	PISA survey of 15-year olds	503 Average	14

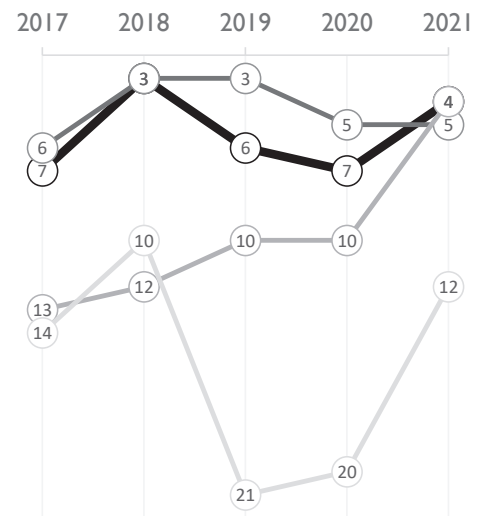
NORWAY

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	5.6 %	14
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	16,464 US\$	4
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	10.37 ratio	5
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.26 ratio	15
Apprenticeships	are sufficiently implemented	5.94 Survey [0..10]	13
Employee training	is a high priority in companies	7.09 Survey [0..10]	10
Female labor force	Percentage of total labor force	46.93 %	22
Health infrastructure	meets the needs of society	8.34 Survey [0..10]	10

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	72.50 index	36
▶ Attracting and retaining talents	is a priority in companies	8.23 Survey [0..10]	3
▶ Worker motivation	in companies is high	7.66 Survey [0..10]	2
▶ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	8.23 Survey [0..10]	1
Quality of life	is high	9.54 Survey [0..10]	3
Foreign highly-skilled personnel	are attracted to your country's business environment	7.09 Survey [0..10]	12
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	53,497 US\$	6
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	136,174 US\$	38
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	10.38 %	52
▶ Justice	is fairly administered	8.80 Survey [0..10]	3
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	6.67 micrograms	6

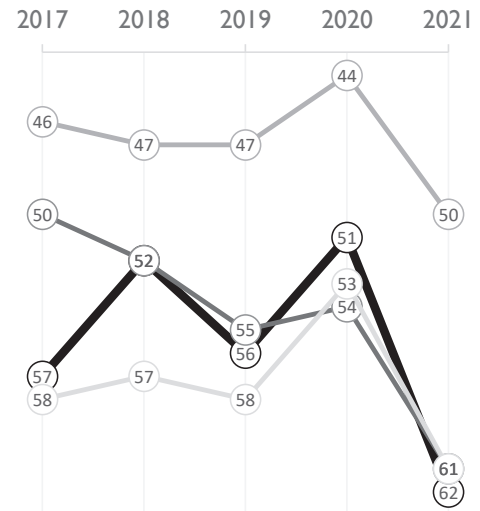
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	0.27 %	20
Skilled labor	is readily available	7.09 Survey [0..10]	3
Finance skills	are readily available	8.00 Survey [0..10]	5
International experience	of senior managers is generally significant	5.54 Survey [0..10]	33
Competent senior managers	are readily available	7.06 Survey [0..10]	7
Primary and secondary education	meets the needs of a competitive economy	8.17 Survey [0..10]	6
▷ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	20.95 %	45
University education	meets the needs of a competitive economy	8.46 Survey [0..10]	5
▶ Management education	meets the needs of the business community	8.11 Survey [0..10]	3
Language skills	are meeting the needs of enterprises	8.40 Survey [0..10]	9
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.31 number	37
Educational assessment - PISA	PISA survey of 15-year olds	497 Average	22

PERU

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	3.8 %	47
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,055 US\$	55
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	24.08 ratio	57
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	22.87 ratio	56
Apprenticeships	are sufficiently implemented	4.95 Survey [0..10]	36
Employee training	is a high priority in companies	4.89 Survey [0..10]	56
▶ Female labor force	Percentage of total labor force	44.52 %	41
▷ Health infrastructure	meets the needs of society	1.98 Survey [0..10]	63

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	67.70 index	24
▷ Attracting and retaining talents	is a priority in companies	5.33 Survey [0..10]	60
Worker motivation	in companies is high	5.23 Survey [0..10]	45
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.15 Survey [0..10]	39
Quality of life	is high	4.55 Survey [0..10]	51
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	5.67 Survey [0..10]	26
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	13,359 US\$	42
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	163,925 US\$	29
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	1.40 %	8
Justice	is fairly administered	2.28 Survey [0..10]	58
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	31.06 micrograms	58

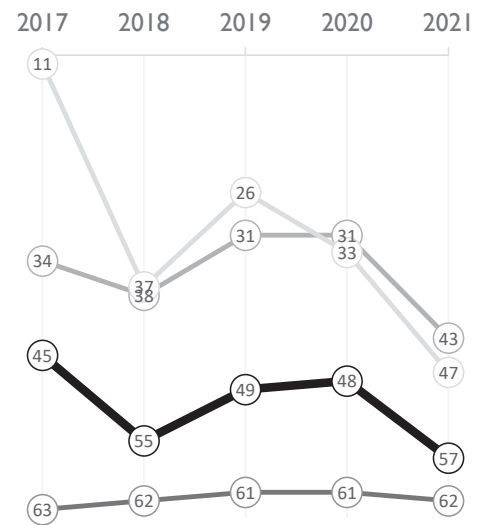
Readiness

		Value	2021 Rank
▷ Labor force growth	Percentage change	-9.73 %	64
Skilled labor	is readily available	4.33 Survey [0..10]	51
Finance skills	are readily available	5.24 Survey [0..10]	52
International experience	of senior managers is generally significant	5.30 Survey [0..10]	37
Competent senior managers	are readily available	4.38 Survey [0..10]	52
▷ Primary and secondary education	meets the needs of a competitive economy	3.35 Survey [0..10]	60
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	29.64 %	11
University education	meets the needs of a competitive economy	4.58 Survey [0..10]	56
Management education	meets the needs of the business community	5.15 Survey [0..10]	52
Language skills	are meeting the needs of enterprises	4.10 Survey [0..10]	56
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	- number	-
Educational assessment - PISA	PISA survey of 15-year olds	402 Average	54

PHILIPPINES

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	3.5 %	52
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	475 US\$	60
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	25.78 ratio	60
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	25.19 ratio	59
Apprenticeships	are sufficiently implemented	4.42 Survey [0..10]	50
Employee training	is a high priority in companies	5.79 Survey [0..10]	35
Female labor force	Percentage of total labor force	38.04 %	55
Health infrastructure	meets the needs of society	3.69 Survey [0..10]	52

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	72.00 index	34
Attracting and retaining talents	is a priority in companies	7.05 Survey [0..10]	32
Worker motivation	in companies is high	5.37 Survey [0..10]	42
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.94 Survey [0..10]	45
Quality of life	is high	4.50 Survey [0..10]	52
Foreign highly-skilled personnel	are attracted to your country's business environment	4.68 Survey [0..10]	42
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	12,791 US\$	43
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	159,418 US\$	32
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	2.39 %	13
Justice	is fairly administered	3.48 Survey [0..10]	49
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	18.79 micrograms	40

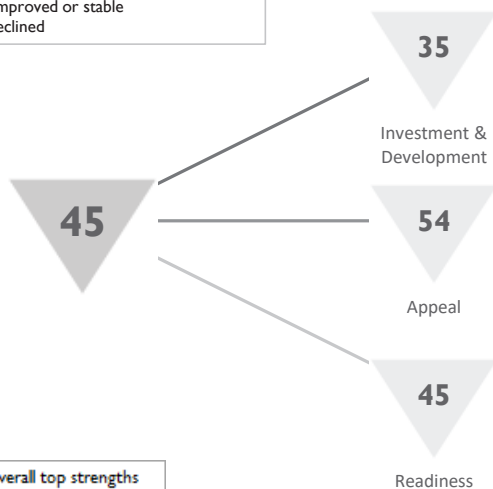
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-2.09 %	52
▶ Skilled labor	is readily available	6.72 Survey [0..10]	9
Finance skills	are readily available	6.40 Survey [0..10]	32
International experience	of senior managers is generally significant	5.58 Survey [0..10]	32
▶ Competent senior managers	are readily available	6.44 Survey [0..10]	17
Primary and secondary education	meets the needs of a competitive economy	4.92 Survey [0..10]	46
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	28.28 %	15
University education	meets the needs of a competitive economy	5.70 Survey [0..10]	40
Management education	meets the needs of the business community	6.23 Survey [0..10]	36
▶ Language skills	are meeting the needs of enterprises	7.26 Survey [0..10]	21
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.12 number	57
▷ Educational assessment - PISA	PISA survey of 15-year olds	350 Average	59

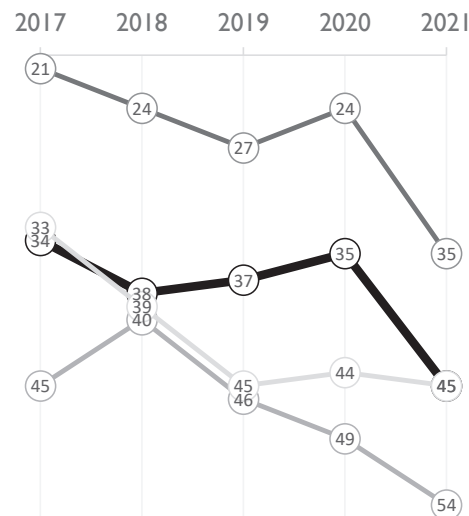
POLAND

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▶ Total public expenditure on education	Percentage of GDP	5.1 %	22
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	3,877 US\$	38
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	9.64 ratio	3
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.02 ratio	13
▷ Apprenticeships	are sufficiently implemented	3.05 Survey [0..10]	59
▷ Employee training	is a high priority in companies	4.20 Survey [0..10]	62
Female labor force	Percentage of total labor force	44.64 %	39
▷ Health infrastructure	meets the needs of society	2.71 Survey [0..10]	58

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	57.70 index	8
▷ Attracting and retaining talents	is a priority in companies	4.43 Survey [0..10]	63
Worker motivation	in companies is high	4.69 Survey [0..10]	53
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.07 Survey [0..10]	54
Quality of life	is high	5.11 Survey [0..10]	48
Foreign highly-skilled personnel	are attracted to your country's business environment	3.34 Survey [0..10]	54
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	18,898 US\$	34
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	145,948 US\$	36
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	5.37 %	33
▷ Justice	is fairly administered	2.35 Survey [0..10]	57
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	22.77 micrograms	50

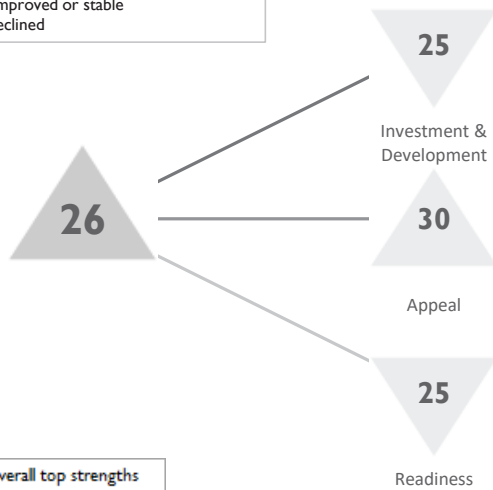
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-0.24 %	30
Skilled labor	is readily available	4.09 Survey [0..10]	52
Finance skills	are readily available	4.91 Survey [0..10]	56
International experience	of senior managers is generally significant	4.75 Survey [0..10]	50
Competent senior managers	are readily available	4.51 Survey [0..10]	51
Primary and secondary education	meets the needs of a competitive economy	4.37 Survey [0..10]	48
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	20.81 %	46
University education	meets the needs of a competitive economy	4.73 Survey [0..10]	53
Management education	meets the needs of the business community	5.14 Survey [0..10]	53
Language skills	are meeting the needs of enterprises	5.36 Survey [0..10]	42
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.44 number	46
▶ Educational assessment - PISA	PISA survey of 15-year olds	513 Average	10

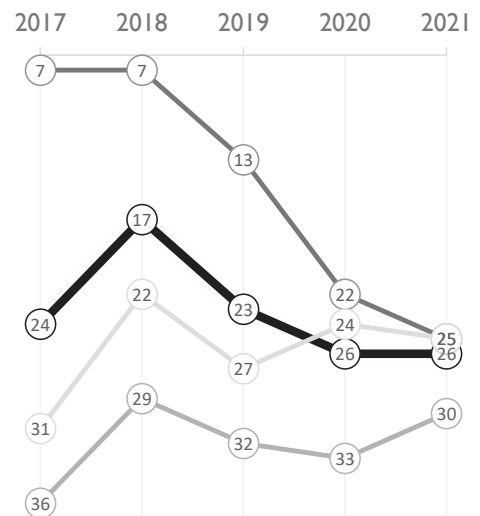
PORTUGAL

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.4 %	38
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	5,302 US\$	32
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.31 ratio	17
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.15 ratio	6
▷ Apprenticeships	are sufficiently implemented	4.61 Survey [0..10]	47
▷ Employee training	is a high priority in companies	4.56 Survey [0..10]	60
▶ Female labor force	Percentage of total labor force	49.45 %	5
Health infrastructure	meets the needs of society	7.01 Survey [0..10]	27

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	68.40 index	26
Attracting and retaining talents	is a priority in companies	6.43 Survey [0..10]	39
▷ Worker motivation	in companies is high	5.04 Survey [0..10]	49
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.03 Survey [0..10]	43
Quality of life	is high	7.73 Survey [0..10]	23
Foreign highly-skilled personnel	are attracted to your country's business environment	5.24 Survey [0..10]	34
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	21,500 US\$	32
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	157,932 US\$	33
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	6.35 %	38
▷ Justice	is fairly administered	2.99 Survey [0..10]	51
▶ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	8.18 micrograms	11

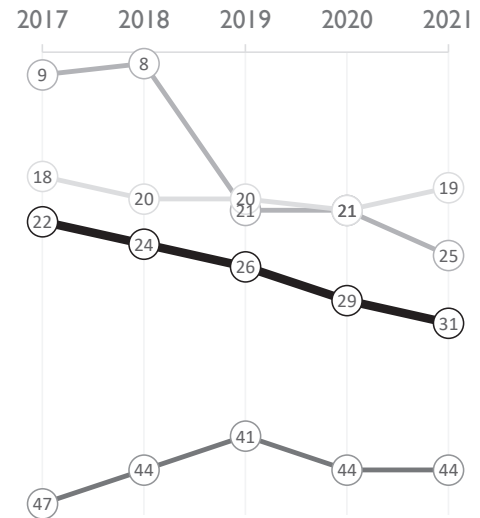
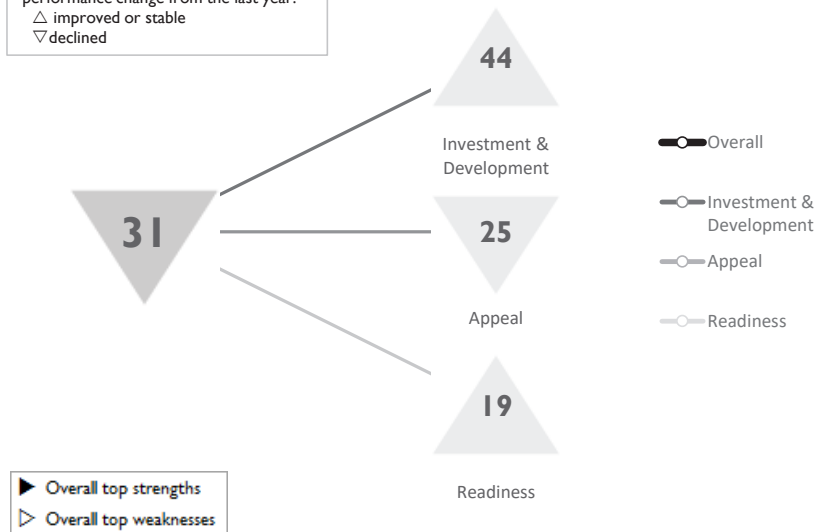
Readiness

		Value	2021 Rank
▷ Labor force growth	Percentage change	-1.67 %	47
Skilled labor	is readily available	6.47 Survey [0..10]	14
Finance skills	are readily available	6.27 Survey [0..10]	34
International experience	of senior managers is generally significant	5.00 Survey [0..10]	43
Competent senior managers	are readily available	5.04 Survey [0..10]	44
Primary and secondary education	meets the needs of a competitive economy	6.59 Survey [0..10]	26
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	27.99 %	16
University education	meets the needs of a competitive economy	7.65 Survey [0..10]	17
▶ Management education	meets the needs of the business community	7.49 Survey [0..10]	14
▶ Language skills	are meeting the needs of enterprises	8.45 Survey [0..10]	8
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	3.48 number	27
Educational assessment - PISA	PISA survey of 15-year olds	492 Average	26

QATAR

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



Investment & Development

		Value	2021 Rank
▶ Total public expenditure on education	Percentage of GDP	2.8 %	61
▶ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	13,782 US\$	7
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.15 ratio	16
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.77 ratio	26
Apprenticeships	are sufficiently implemented	6.21 Survey [0..10]	8
Employee training	is a high priority in companies	6.60 Survey [0..10]	19
▶ Female labor force	Percentage of total labor force	13.82 %	63
Health infrastructure	meets the needs of society	8.36 Survey [0..10]	9

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	68.10 index	25
Attracting and retaining talents	is a priority in companies	7.28 Survey [0..10]	23
Worker motivation	in companies is high	6.48 Survey [0..10]	17
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.21 Survey [0..10]	14
Quality of life	is high	8.31 Survey [0..10]	15
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	7.45 Survey [0..10]	8
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	22,573 US\$	31
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	161,676 US\$	30
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	0.00 %	1
Justice	is fairly administered	7.86 Survey [0..10]	12
▶ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	77.11 micrograms	63

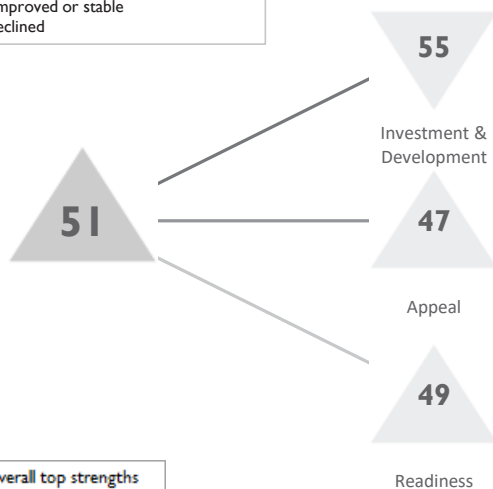
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	1.04 %	7
Skilled labor	is readily available	6.05 Survey [0..10]	28
Finance skills	are readily available	6.87 Survey [0..10]	20
▶ International experience	of senior managers is generally significant	7.21 Survey [0..10]	7
Competent senior managers	are readily available	6.67 Survey [0..10]	12
Primary and secondary education	meets the needs of a competitive economy	7.76 Survey [0..10]	11
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	24.23 %	35
University education	meets the needs of a competitive economy	7.95 Survey [0..10]	11
Management education	meets the needs of the business community	7.59 Survey [0..10]	13
Language skills	are meeting the needs of enterprises	7.83 Survey [0..10]	16
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	4.41 number	17
▶ Educational assessment - PISA	PISA survey of 15-year olds	413 Average	50

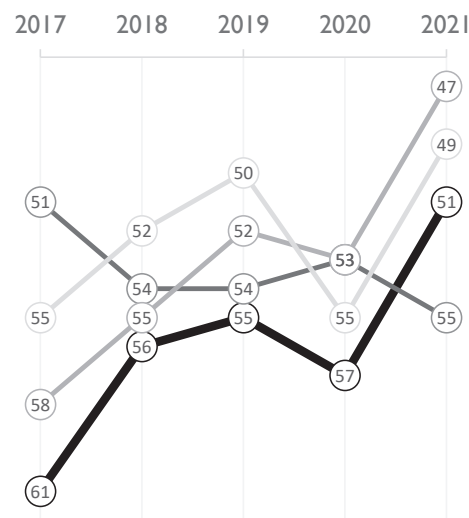
ROMANIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	3.6 %	49
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	2,584 US\$	42
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	19.33 ratio	52
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.08 ratio	30
▷ Apprenticeships	are sufficiently implemented	2.70 Survey [0..10]	62
▷ Employee training	is a high priority in companies	4.77 Survey [0..10]	59
Female labor force	Percentage of total labor force	42.53 %	48
▷ Health infrastructure	meets the needs of society	2.77 Survey [0..10]	57

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	56.50 index	6
Attracting and retaining talents	is a priority in companies	5.70 Survey [0..10]	56
Worker motivation	in companies is high	4.37 Survey [0..10]	56
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	2.98 Survey [0..10]	56
Quality of life	is high	4.37 Survey [0..10]	55
Foreign highly-skilled personnel	are attracted to your country's business environment	4.37 Survey [0..10]	47
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	11,654 US\$	50
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	90,522 US\$	49
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	2.19 %	12
Justice	is fairly administered	4.20 Survey [0..10]	47
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	15.06 micrograms	30

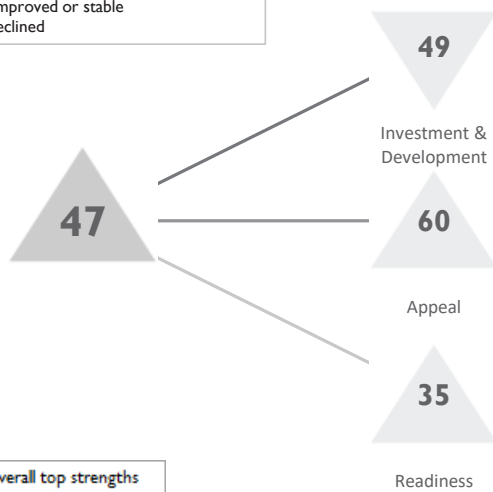
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	-0.07 %	27
Skilled labor	is readily available	4.03 Survey [0..10]	55
▷ Finance skills	are readily available	4.30 Survey [0..10]	60
International experience	of senior managers is generally significant	5.03 Survey [0..10]	42
Competent senior managers	are readily available	3.97 Survey [0..10]	55
Primary and secondary education	meets the needs of a competitive economy	4.10 Survey [0..10]	52
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	30.01 %	10
University education	meets the needs of a competitive economy	4.63 Survey [0..10]	55
▷ Management education	meets the needs of the business community	4.07 Survey [0..10]	61
▶ Language skills	are meeting the needs of enterprises	6.90 Survey [0..10]	26
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.56 number	45
Educational assessment - PISA	PISA survey of 15-year olds	428 Average	46

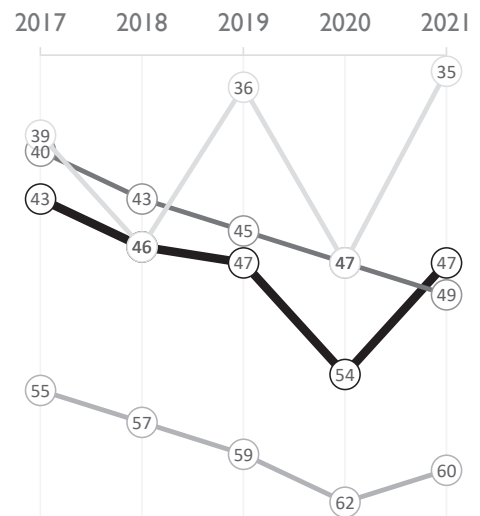
RUSSIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	3.7 %	48
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	2,093 US\$	44
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	23.54 ratio	55
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.15 ratio	33
Apprenticeships	are sufficiently implemented	4.73 Survey [0..10]	44
Employee training	is a high priority in companies	5.53 Survey [0..10]	42
▶ Female labor force	Percentage of total labor force	48.52 %	7
Health infrastructure	meets the needs of society	4.64 Survey [0..10]	45

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	86.70 index	52
Attracting and retaining talents	is a priority in companies	5.96 Survey [0..10]	53
▷ Worker motivation	in companies is high	4.38 Survey [0..10]	55
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.37 Survey [0..10]	53
▷ Quality of life	is high	3.75 Survey [0..10]	59
Foreign highly-skilled personnel	are attracted to your country's business environment	3.53 Survey [0..10]	53
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	8,987 US\$	54
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	67,544 US\$	55
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	3.62 %	25
Justice	is fairly administered	3.44 Survey [0..10]	50
▶ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	11.78 micrograms	20

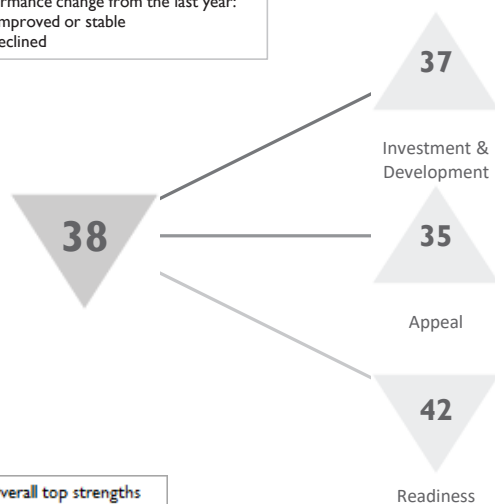
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-0.63 %	40
▶ Skilled labor	is readily available	6.36 Survey [0..10]	18
Finance skills	are readily available	6.64 Survey [0..10]	26
International experience	of senior managers is generally significant	4.53 Survey [0..10]	54
Competent senior managers	are readily available	5.84 Survey [0..10]	29
Primary and secondary education	meets the needs of a competitive economy	5.47 Survey [0..10]	44
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	31.36 %	8
University education	meets the needs of a competitive economy	5.33 Survey [0..10]	45
Management education	meets the needs of the business community	5.24 Survey [0..10]	50
▷ Language skills	are meeting the needs of enterprises	4.07 Survey [0..10]	57
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.93 number	39
Educational assessment - PISA	PISA survey of 15-year olds	481 Average	31

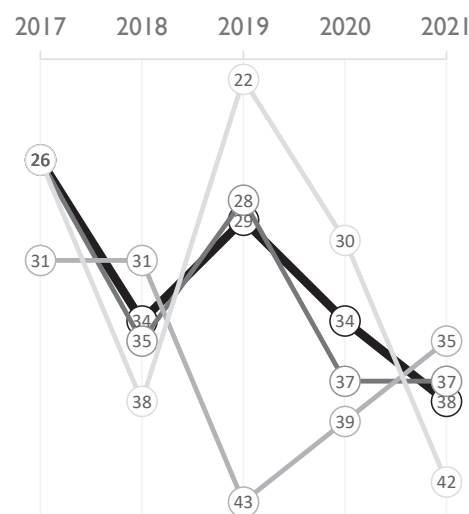
SAUDI ARABIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▶ Total public expenditure on education	Percentage of GDP	6.9 %	6
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	6,358 US\$	29
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	14.67 ratio	29
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.57 ratio	45
Apprenticeships	are sufficiently implemented	5.60 Survey [0..10]	21
Employee training	is a high priority in companies	5.75 Survey [0..10]	36
▷ Female labor force	Percentage of total labor force	21.52 %	60
Health infrastructure	meets the needs of society	7.48 Survey [0..10]	19

Appeal

		Value	2021 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	83.10 index	48
Attracting and retaining talents	is a priority in companies	7.15 Survey [0..10]	28
Worker motivation	in companies is high	5.70 Survey [0..10]	32
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.25 Survey [0..10]	25
Quality of life	is high	6.81 Survey [0..10]	35
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	6.93 Survey [0..10]	15
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	28,388 US\$	25
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	144,621 US\$	37
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	0.00 %	1
Justice	is fairly administered	6.88 Survey [0..10]	22
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	64.06 micrograms	62

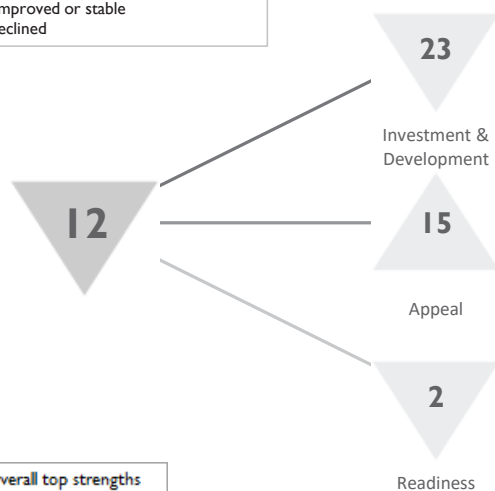
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	0.47 %	17
▷ Skilled labor	is readily available	4.89 Survey [0..10]	47
Finance skills	are readily available	5.93 Survey [0..10]	43
▶ International experience	of senior managers is generally significant	6.73 Survey [0..10]	9
Competent senior managers	are readily available	5.75 Survey [0..10]	30
Primary and secondary education	meets the needs of a competitive economy	6.25 Survey [0..10]	32
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	22.03 %	42
University education	meets the needs of a competitive economy	6.43 Survey [0..10]	31
Management education	meets the needs of the business community	5.97 Survey [0..10]	40
Language skills	are meeting the needs of enterprises	6.48 Survey [0..10]	32
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.15 number	38
▷ Educational assessment - PISA	PISA survey of 15-year olds	386 Average	57

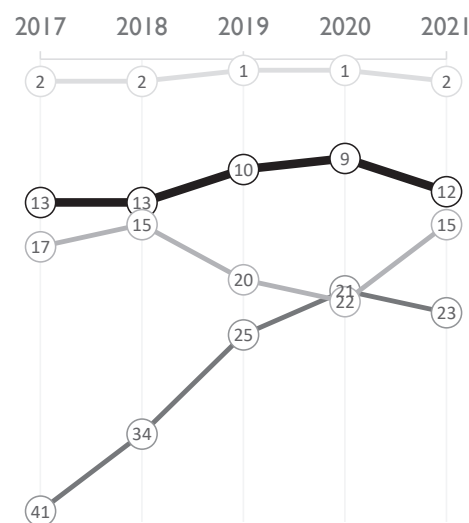
SINGAPORE

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▶ Total public expenditure on education	Percentage of GDP	2.5 %	62
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	13,246 US\$	9
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	14.20 ratio	27
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.33 ratio	23
Apprenticeships	are sufficiently implemented	5.63 Survey [0..10]	20
Employee training	is a high priority in companies	6.35 Survey [0..10]	23
Female labor force	Percentage of total labor force	46.27 %	30
Health infrastructure	meets the needs of society	8.60 Survey [0..10]	5

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	101.80 index	58
Attracting and retaining talents	is a priority in companies	7.69 Survey [0..10]	12
Worker motivation	in companies is high	6.45 Survey [0..10]	18
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.49 Survey [0..10]	9
Quality of life	is high	8.27 Survey [0..10]	18
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	8.08 Survey [0..10]	3
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	- US\$	-
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	298,777 US\$	4
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	2.42 %	14
Justice	is fairly administered	8.16 Survey [0..10]	8
▶ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	19.00 micrograms	42

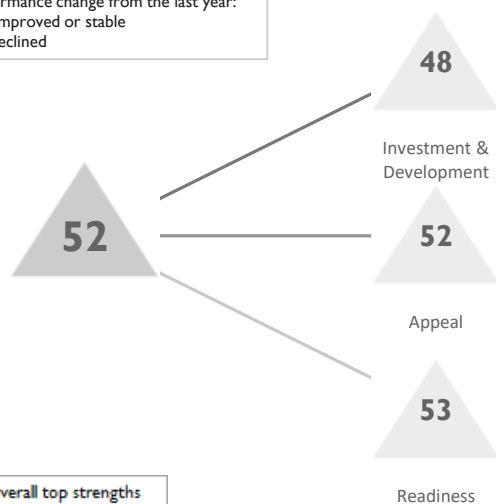
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-0.76 %	41
Skilled labor	is readily available	6.33 Survey [0..10]	20
Finance skills	are readily available	7.48 Survey [0..10]	11
International experience	of senior managers is generally significant	6.85 Survey [0..10]	8
Competent senior managers	are readily available	6.64 Survey [0..10]	13
▶ Primary and secondary education	meets the needs of a competitive economy	8.40 Survey [0..10]	4
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	35.40 %	4
University education	meets the needs of a competitive economy	8.35 Survey [0..10]	6
Management education	meets the needs of the business community	7.94 Survey [0..10]	8
Language skills	are meeting the needs of enterprises	8.49 Survey [0..10]	7
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	9.30 number	5
▶ Educational assessment - PISA	PISA survey of 15-year olds	556 Average	2

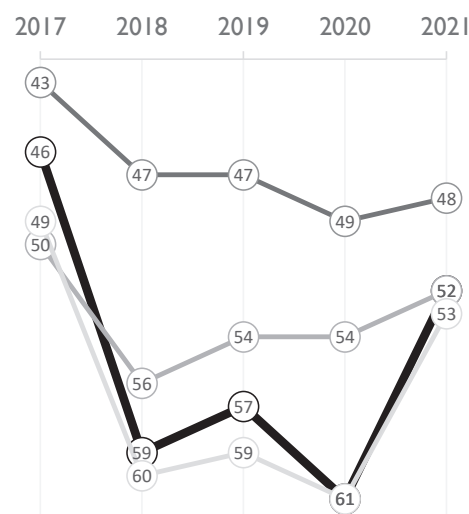
SLOVAK REPUBLIC

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



- ▶ Overall top strengths
- ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.2 %	41
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	4,445 US\$	36
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	17.35 ratio	45
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.95 ratio	40
▷ Apprenticeships	are sufficiently implemented	2.42 Survey [0..10]	64
Employee training	is a high priority in companies	4.97 Survey [0..10]	54
▶ Female labor force	Percentage of total labor force	45.48 %	37
▷ Health infrastructure	meets the needs of society	2.55 Survey [0..10]	61

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	64.20 index	17
Attracting and retaining talents	is a priority in companies	5.33 Survey [0..10]	59
Worker motivation	in companies is high	4.36 Survey [0..10]	57
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	2.67 Survey [0..10]	57
Quality of life	is high	4.98 Survey [0..10]	49
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	2.58 Survey [0..10]	60
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	14,558 US\$	39
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	175,796 US\$	28
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	3.81 %	28
Justice	is fairly administered	2.61 Survey [0..10]	53
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	18.53 micrograms	39

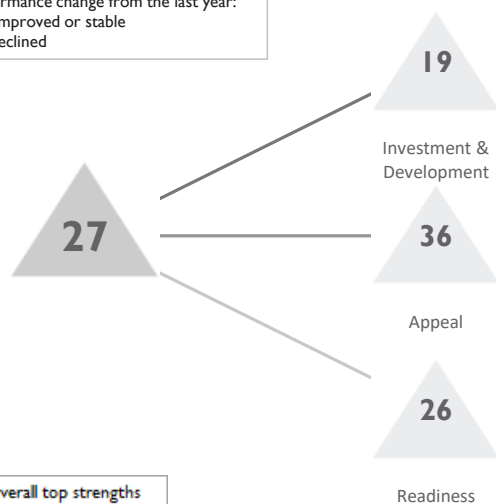
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	-0.57 %	38
Skilled labor	is readily available	4.00 Survey [0..10]	56
Finance skills	are readily available	5.42 Survey [0..10]	49
International experience	of senior managers is generally significant	4.42 Survey [0..10]	57
▷ Competent senior managers	are readily available	3.45 Survey [0..10]	60
Primary and secondary education	meets the needs of a competitive economy	3.69 Survey [0..10]	57
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	21.82 %	43
▷ University education	meets the needs of a competitive economy	3.82 Survey [0..10]	62
Management education	meets the needs of the business community	4.67 Survey [0..10]	56
Language skills	are meeting the needs of enterprises	4.73 Survey [0..10]	52
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.34 number	36
Educational assessment - PISA	PISA survey of 15-year olds	469 Average	37

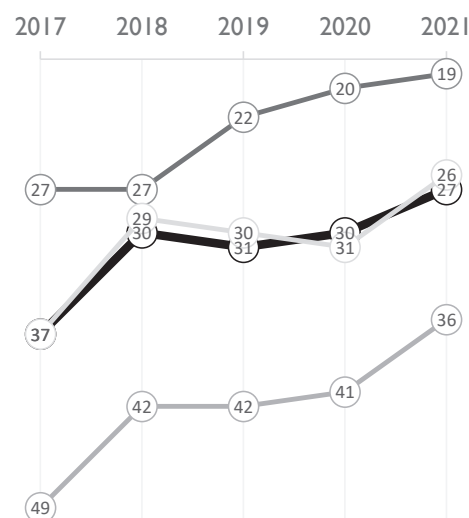
SLOVENIA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.9 %	24
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	6,401 US\$	28
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	10.58 ratio	7
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	9.27 ratio	9
▷ Apprenticeships	are sufficiently implemented	3.05 Survey [0..10]	60
Employee training	is a high priority in companies	6.45 Survey [0..10]	20
Female labor force	Percentage of total labor force	46.08 %	33
Health infrastructure	meets the needs of society	4.89 Survey [0..10]	43

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	62.40 index	14
Attracting and retaining talents	is a priority in companies	6.48 Survey [0..10]	37
▷ Worker motivation	in companies is high	5.21 Survey [0..10]	46
▷ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.79 Survey [0..10]	49
Quality of life	is high	8.05 Survey [0..10]	22
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	3.07 Survey [0..10]	57
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	23,443 US\$	30
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	127,847 US\$	41
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	5.35 %	32
Justice	is fairly administered	4.54 Survey [0..10]	45
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	17.06 micrograms	37

Readiness

		Value	2021 Rank
Labor force growth	Percentage change	0.17 %	23
Skilled labor	is readily available	5.32 Survey [0..10]	38
Finance skills	are readily available	5.89 Survey [0..10]	44
International experience	of senior managers is generally significant	5.21 Survey [0..10]	39
▷ Competent senior managers	are readily available	4.94 Survey [0..10]	46
Primary and secondary education	meets the needs of a competitive economy	6.77 Survey [0..10]	22
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	27.97 %	17
University education	meets the needs of a competitive economy	6.09 Survey [0..10]	36
Management education	meets the needs of the business community	6.88 Survey [0..10]	22
▶ Language skills	are meeting the needs of enterprises	8.13 Survey [0..10]	12
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.43 number	33
▶ Educational assessment - PISA	PISA survey of 15-year olds	504 Average	12

SOUTH AFRICA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2021 Rank
▶ Total public expenditure on education	Percentage of GDP	7.3 %	2
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,709 US\$	49
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	30.33 ratio	62
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	27.62 ratio	63
▷ Apprenticeships	are sufficiently implemented	2.46 Survey [0..10]	63
Employee training	is a high priority in companies	4.99 Survey [0..10]	52
▶ Female labor force	Percentage of total labor force	45.09 %	38
Health infrastructure	meets the needs of society	2.67 Survey [0..10]	60

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	51.60 index	2
Attracting and retaining talents	is a priority in companies	5.54 Survey [0..10]	58
▷ Worker motivation	in companies is high	3.72 Survey [0..10]	63
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	2.26 Survey [0..10]	59
Quality of life	is high	4.44 Survey [0..10]	53
Foreign highly-skilled personnel	are attracted to your country's business environment	3.79 Survey [0..10]	50
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	17,757 US\$	35
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	43,111 US\$	58
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	10.39 %	53
Justice	is fairly administered	5.03 Survey [0..10]	38
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	28.33 micrograms	56

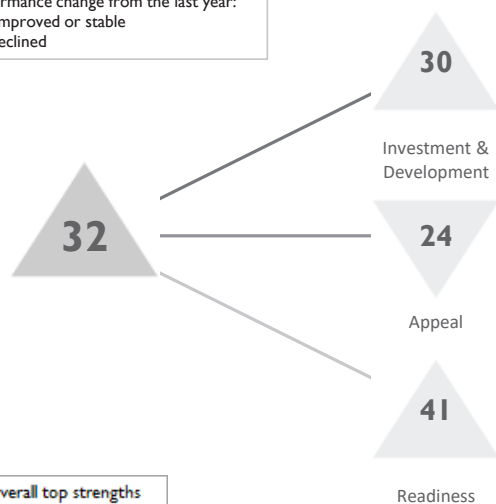
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-3.84 %	57
Skilled labor	is readily available	3.67 Survey [0..10]	60
Finance skills	are readily available	5.31 Survey [0..10]	51
International experience	of senior managers is generally significant	4.46 Survey [0..10]	56
Competent senior managers	are readily available	4.82 Survey [0..10]	47
▷ Primary and secondary education	meets the needs of a competitive economy	2.90 Survey [0..10]	61
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	18.33 %	58
University education	meets the needs of a competitive economy	4.51 Survey [0..10]	57
Management education	meets the needs of the business community	5.33 Survey [0..10]	49
Language skills	are meeting the needs of enterprises	5.23 Survey [0..10]	43
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.69 number	50
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

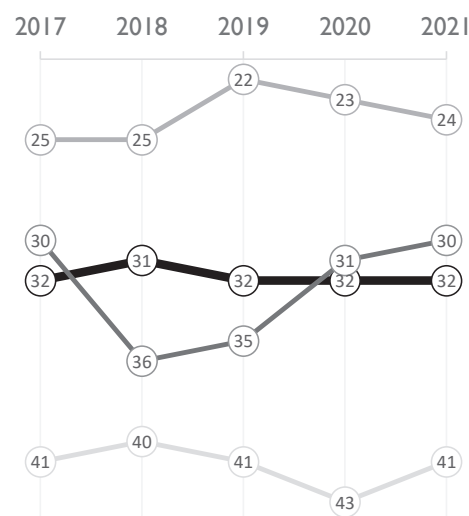
SPAIN

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



- ▶ Overall top strengths
- ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.0 %	42
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	5,663 US\$	31
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.58 ratio	25
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.02 ratio	21
Apprenticeships	are sufficiently implemented	4.89 Survey [0..10]	38
▷ Employee training	is a high priority in companies	5.28 Survey [0..10]	48
Female labor force	Percentage of total labor force	46.73 %	27
▶ Health infrastructure	meets the needs of society	7.65 Survey [0..10]	18

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	71.10 index	31
▷ Attracting and retaining talents	is a priority in companies	5.93 Survey [0..10]	54
▷ Worker motivation	in companies is high	5.14 Survey [0..10]	47
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.42 Survey [0..10]	36
▶ Quality of life	is high	8.37 Survey [0..10]	14
Foreign highly-skilled personnel	are attracted to your country's business environment	5.77 Survey [0..10]	24
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	36,803 US\$	20
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	203,446 US\$	19
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	7.87 %	44
Justice	is fairly administered	4.80 Survey [0..10]	42
▶ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	9.99 micrograms	13

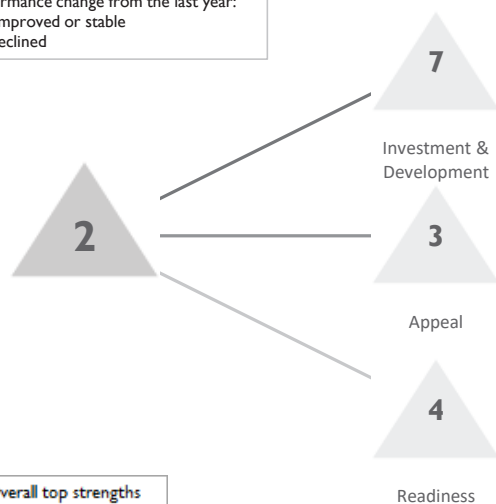
Readiness

		Value	2021 Rank
▷ Labor force growth	Percentage change	-1.28 %	46
Skilled labor	is readily available	5.64 Survey [0..10]	35
Finance skills	are readily available	6.44 Survey [0..10]	30
International experience	of senior managers is generally significant	5.04 Survey [0..10]	41
Competent senior managers	are readily available	5.45 Survey [0..10]	36
Primary and secondary education	meets the needs of a competitive economy	5.84 Survey [0..10]	39
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	22.27 %	41
University education	meets the needs of a competitive economy	5.43 Survey [0..10]	44
Management education	meets the needs of the business community	6.64 Survey [0..10]	27
▷ Language skills	are meeting the needs of enterprises	4.52 Survey [0..10]	55
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.64 number	43
Educational assessment - PISA	PISA survey of 15-year olds	492 Average	27

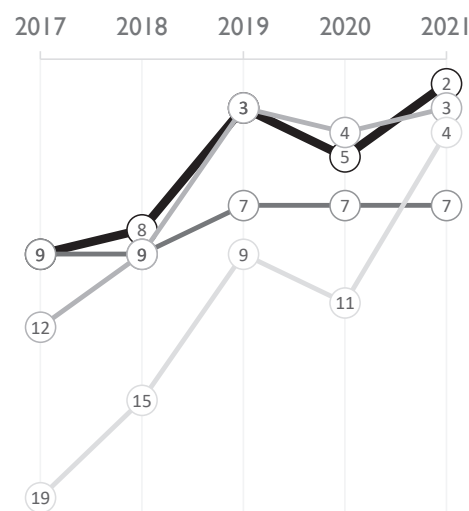
SWEDEN

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	6.9 %	5
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	13,442 US\$	8
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	13.04 ratio	21
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	12.11 ratio	32
Apprenticeships	are sufficiently implemented	5.63 Survey [0..10]	19
▶ Employee training	is a high priority in companies	7.67 Survey [0..10]	3
Female labor force	Percentage of total labor force	47.17 %	17
Health infrastructure	meets the needs of society	7.43 Survey [0..10]	21

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	64.80 index	20
▶ Attracting and retaining talents	is a priority in companies	8.10 Survey [0..10]	4
Worker motivation	in companies is high	7.53 Survey [0..10]	6
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	7.29 Survey [0..10]	7
Quality of life	is high	9.37 Survey [0..10]	7
Foreign highly-skilled personnel	are attracted to your country's business environment	6.40 Survey [0..10]	19
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	51,960 US\$	7
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	208,113 US\$	18
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	12.22 %	59
Justice	is fairly administered	8.43 Survey [0..10]	6
▶ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	5.72 micrograms	2

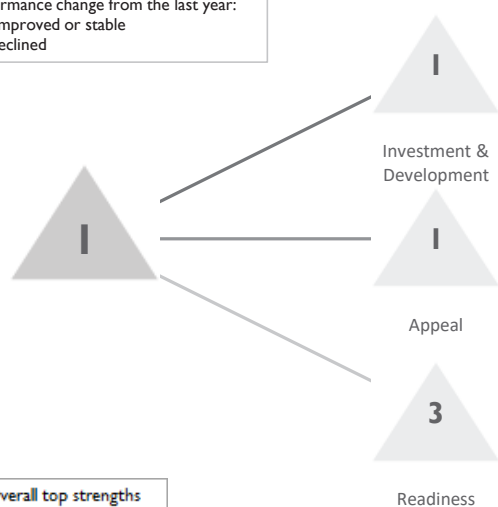
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	0.26 %	21
Skilled labor	is readily available	6.97 Survey [0..10]	6
▶ Finance skills	are readily available	8.07 Survey [0..10]	3
International experience	of senior managers is generally significant	7.40 Survey [0..10]	5
▶ Competent senior managers	are readily available	7.32 Survey [0..10]	3
Primary and secondary education	meets the needs of a competitive economy	7.53 Survey [0..10]	16
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	27.32 %	21
University education	meets the needs of a competitive economy	8.17 Survey [0..10]	7
Management education	meets the needs of the business community	8.03 Survey [0..10]	5
Language skills	are meeting the needs of enterprises	8.60 Survey [0..10]	6
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.99 number	28
Educational assessment - PISA	PISA survey of 15-year olds	503 Average	15

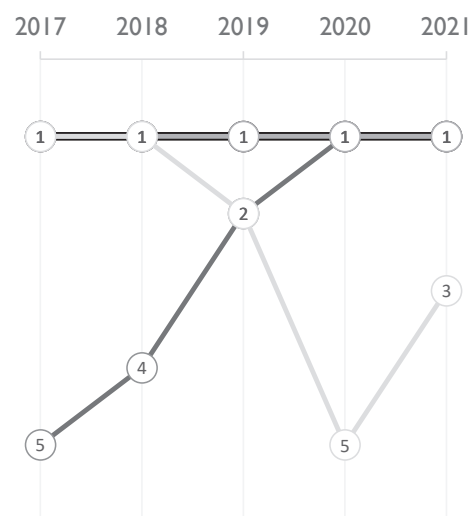
SWITZERLAND

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



- ▶ Overall top strengths
- ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	5.4 %	17
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	24,391 US\$	2
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.10 ratio	31
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	11.88 ratio	28
▶ Apprenticeships	are sufficiently implemented	8.93 Survey [0..10]	1
Employee training	is a high priority in companies	7.56 Survey [0..10]	4
Female labor force	Percentage of total labor force	46.76 %	25
Health infrastructure	meets the needs of society	8.92 Survey [0..10]	1

Appeal

		Value	2021 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	104.70 index	59
Attracting and retaining talents	is a priority in companies	7.86 Survey [0..10]	11
Worker motivation	in companies is high	7.58 Survey [0..10]	4
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	7.92 Survey [0..10]	2
Quality of life	is high	9.67 Survey [0..10]	2
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	9.05 Survey [0..10]	1
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	81,614 US\$	1
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	456,448 US\$	1
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	8.40 %	45
Justice	is fairly administered	8.40 Survey [0..10]	7
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	10.04 micrograms	15

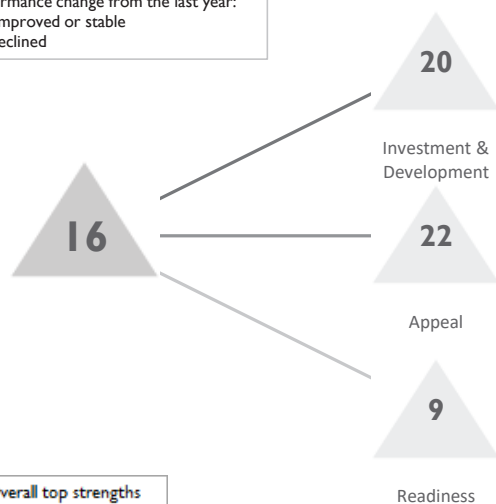
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	0.24 %	22
Skilled labor	is readily available	6.96 Survey [0..10]	7
Finance skills	are readily available	8.22 Survey [0..10]	2
▶ International experience	of senior managers is generally significant	7.98 Survey [0..10]	1
Competent senior managers	are readily available	7.20 Survey [0..10]	5
Primary and secondary education	meets the needs of a competitive economy	8.99 Survey [0..10]	2
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	25.35 %	28
University education	meets the needs of a competitive economy	9.10 Survey [0..10]	1
Management education	meets the needs of the business community	8.71 Survey [0..10]	1
Language skills	are meeting the needs of enterprises	8.75 Survey [0..10]	4
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	6.52 number	9
Educational assessment - PISA	PISA survey of 15-year olds	498 Average	21

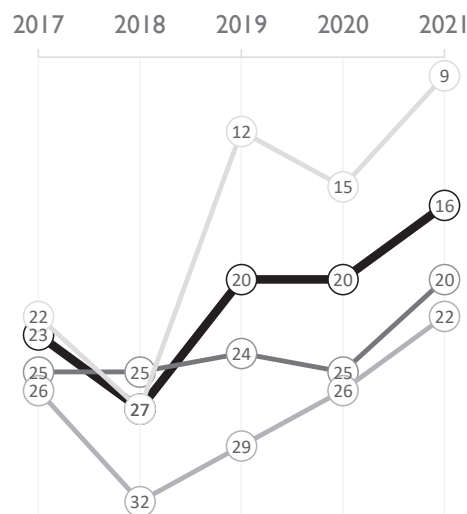
TAIWAN, CHINA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank	
▷ Total public expenditure on education	Percentage of GDP	3.6 %	50	
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	5,154 US\$	33	
	Pupil-teacher ratio (primary education)	12.10 ratio	15	
	Pupil-teacher ratio (secondary education)	12.40 ratio	36	
▶ Apprenticeships	are sufficiently implemented	6.26 Survey [0..10]	7	
▶ Employee training	is a high priority in companies	7.40 Survey [0..10]	5	
	Female labor force	44.52 %	42	
	Health infrastructure	meets the needs of society	8.49 Survey [0..10]	8

Appeal

		Value	2021 Rank	
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	84.40 index	49	
	Attracting and retaining talents	7.16 Survey [0..10]	27	
▶ Worker motivation	in companies is high	7.55 Survey [0..10]	5	
▷ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	4.47 Survey [0..10]	35	
	Quality of life	7.72 Survey [0..10]	24	
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	4.98 Survey [0..10]	38	
	Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$ 26,500 US\$	27	
	Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$ 183,102 US\$	23	
	Collected personal income tax	On profits, income and capital gains, as a percentage of GDP 2.65 %	19	
	Justice	is fairly administered	6.42 Survey [0..10]	25
	Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre 16.20 micrograms	33	

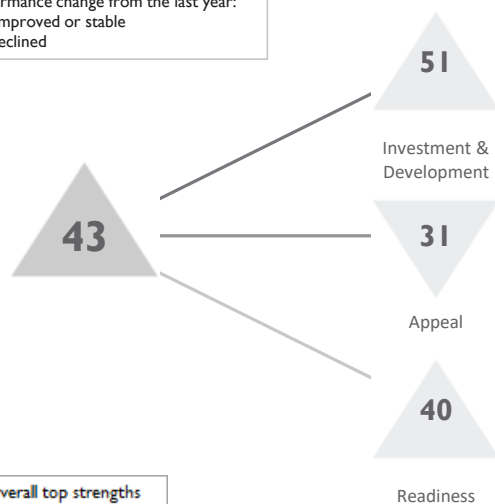
Readiness

		Value	2021 Rank
	Labor force growth	Percentage change 0.15 %	24
	Skilled labor	is readily available 6.51 Survey [0..10]	13
	Finance skills	are readily available 7.15 Survey [0..10]	15
	International experience	of senior managers is generally significant 5.84 Survey [0..10]	27
	Competent senior managers	are readily available 6.06 Survey [0..10]	25
	Primary and secondary education	meets the needs of a competitive economy 7.44 Survey [0..10]	18
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	32.27 %	5
	University education	meets the needs of a competitive economy 7.33 Survey [0..10]	20
	Management education	meets the needs of the business community 7.36 Survey [0..10]	16
	Language skills	are meeting the needs of enterprises 6.49 Survey [0..10]	31
	Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants 5.43 number	14
▶ Educational assessment - PISA	PISA survey of 15-year olds	516 Average	8

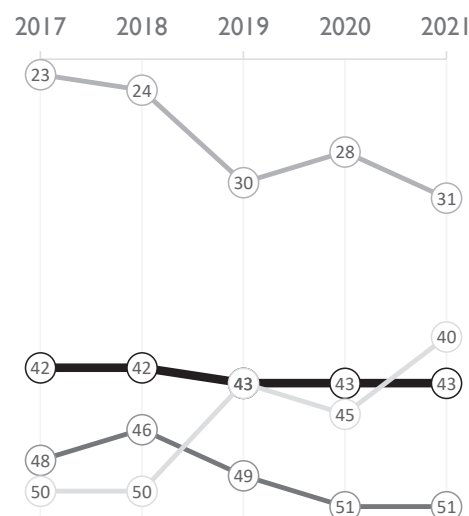
THAILAND

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



- ▶ Overall top strengths
- ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▷ Total public expenditure on education	Percentage of GDP	3.0 %	58
▷ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,294 US\$	52
	Pupil-teacher ratio (primary education)	13.00 ratio	20
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	26.25 ratio	61
	Apprenticeships	are sufficiently implemented	5.56 Survey [0..10] 24
	Employee training	is a high priority in companies	6.45 Survey [0..10] 20
	Female labor force	Percentage of total labor force	45.66 % 36
▶ Health infrastructure	meets the needs of society	7.86 Survey [0..10]	16

Appeal

		Value	2021 Rank
	Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	82.60 index 47
	Attracting and retaining talents	is a priority in companies	7.23 Survey [0..10] 25
	Worker motivation	in companies is high	6.28 Survey [0..10] 22
	Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	5.73 Survey [0..10] 20
	Quality of life	is high	6.54 Survey [0..10] 38
	Foreign highly-skilled personnel	are attracted to your country's business environment	6.02 Survey [0..10] 22
	Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	12,681 US\$ 44
	Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	193,546 US\$ 22
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	1.77 %	10
	Justice	is fairly administered	5.70 Survey [0..10] 30
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	27.32 micrograms	54

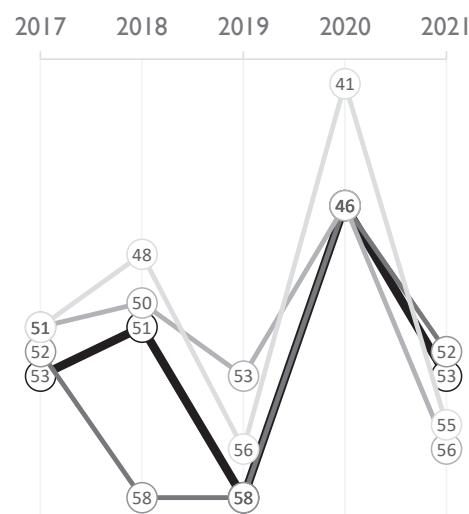
Readiness

		Value	2021 Rank
▶ Labor force growth	Percentage change	0.96 %	9
	Skilled labor	is readily available	6.19 Survey [0..10] 22
	Finance skills	are readily available	6.22 Survey [0..10] 37
	International experience	of senior managers is generally significant	5.87 Survey [0..10] 25
▶ Competent senior managers	are readily available	6.37 Survey [0..10]	19
	Primary and secondary education	meets the needs of a competitive economy	5.63 Survey [0..10] 42
▶ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	27.86 %	19
	University education	meets the needs of a competitive economy	5.95 Survey [0..10] 37
	Management education	meets the needs of the business community	6.21 Survey [0..10] 37
	Language skills	are meeting the needs of enterprises	5.02 Survey [0..10] 46
▷ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	0.38 number	54
	Educational assessment - PISA	PISA survey of 15-year olds	412 Average 51

TURKEY

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.4 %	36
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,306 US\$	51
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	17.52 ratio	46
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	13.37 ratio	44
Apprenticeships	are sufficiently implemented	4.43 Survey [0..10]	48
Employee training	is a high priority in companies	5.19 Survey [0..10]	50
▶ Female labor force	Percentage of total labor force	31.53 %	58
▶ Health infrastructure	meets the needs of society	6.94 Survey [0..10]	28

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	61.00 index	11
Attracting and retaining talents	is a priority in companies	6.04 Survey [0..10]	50
Worker motivation	in companies is high	4.94 Survey [0..10]	51
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	3.40 Survey [0..10]	52
Quality of life	is high	4.43 Survey [0..10]	54
Foreign highly-skilled personnel	are attracted to your country's business environment	3.19 Survey [0..10]	55
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	8,368 US\$	55
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	128,492 US\$	40
▶ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	3.77 %	27
▷ Justice	is fairly administered	2.21 Survey [0..10]	59
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	26.85 micrograms	53

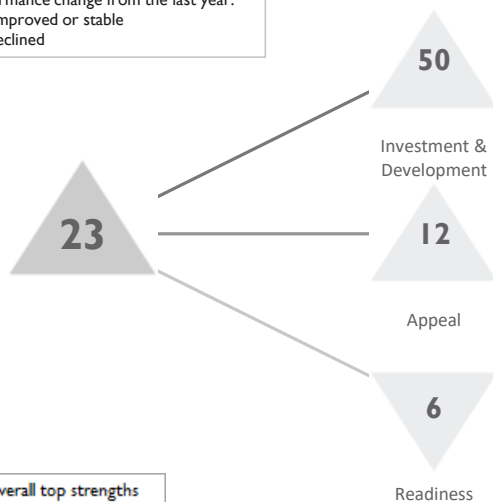
Readiness

		Value	2021 Rank
▷ Labor force growth	Percentage change	-5.15 %	61
▶ Skilled labor	is readily available	6.13 Survey [0..10]	26
▶ Finance skills	are readily available	6.43 Survey [0..10]	31
▷ International experience	of senior managers is generally significant	4.30 Survey [0..10]	59
Competent senior managers	are readily available	5.66 Survey [0..10]	32
Primary and secondary education	meets the needs of a competitive economy	4.00 Survey [0..10]	55
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	18.36 %	57
University education	meets the needs of a competitive economy	4.43 Survey [0..10]	58
Management education	meets the needs of the business community	4.85 Survey [0..10]	54
▷ Language skills	are meeting the needs of enterprises	4.04 Survey [0..10]	58
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.86 number	41
Educational assessment - PISA	PISA survey of 15-year olds	462 Average	40

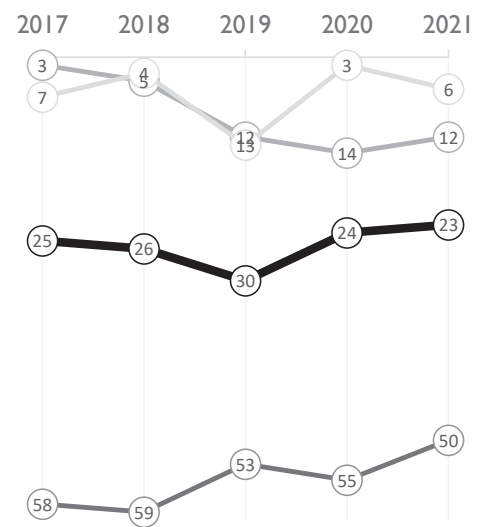
UAE

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



► Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▷ Total public expenditure on education	Percentage of GDP	3.1 %	54
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	7,984 US\$	22
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	18.60 ratio	49
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	10.46 ratio	17
Apprenticeships	are sufficiently implemented	6.48 Survey [0..10]	5
Employee training	is a high priority in companies	7.13 Survey [0..10]	8
▷ Female labor force	Percentage of total labor force	14.62 %	62
Health infrastructure	meets the needs of society	8.50 Survey [0..10]	7

Appeal

		Value	2021 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	85.80 index	51
Attracting and retaining talents	is a priority in companies	7.58 Survey [0..10]	14
Worker motivation	in companies is high	7.35 Survey [0..10]	8
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	7.79 Survey [0..10]	3
Quality of life	is high	8.92 Survey [0..10]	10
Foreign highly-skilled personnel	are attracted to your country's business environment	8.42 Survey [0..10]	2
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	32,449 US\$	24
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	243,522 US\$	13
► Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	0.00 %	1
Justice	is fairly administered	7.90 Survey [0..10]	11
▷ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	43.08 micrograms	60

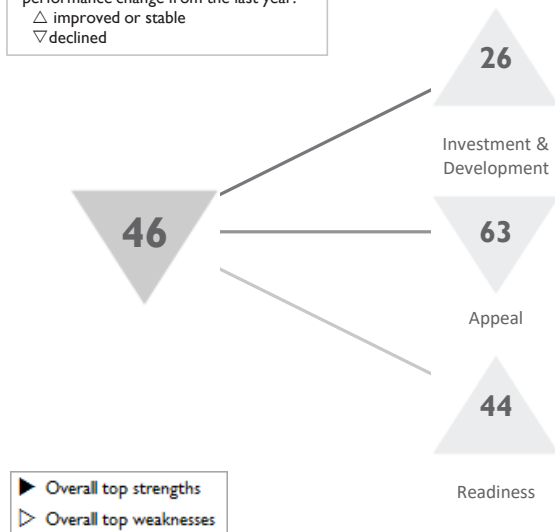
Readiness

		Value	2021 Rank
▷ Labor force growth	Percentage change	-3.91 %	58
► Skilled labor	is readily available	7.53 Survey [0..10]	1
Finance skills	are readily available	7.65 Survey [0..10]	8
► International experience	of senior managers is generally significant	7.89 Survey [0..10]	2
► Competent senior managers	are readily available	7.43 Survey [0..10]	1
Primary and secondary education	meets the needs of a competitive economy	7.92 Survey [0..10]	9
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	30.98 %	9
University education	meets the needs of a competitive economy	7.65 Survey [0..10]	18
Management education	meets the needs of the business community	7.39 Survey [0..10]	15
Language skills	are meeting the needs of enterprises	8.60 Survey [0..10]	5
► Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	23.71 number	1
Educational assessment - PISA	PISA survey of 15-year olds	433 Average	44

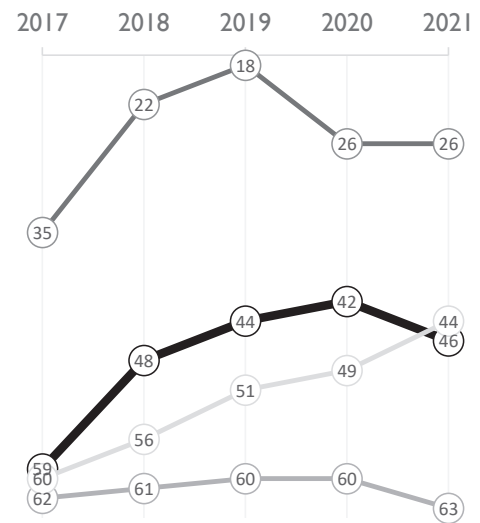
UKRAINE

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
▶ Total public expenditure on education	Percentage of GDP	5.4 %	16
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	1,205 US\$	53
▶ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	12.98 ratio	19
▶ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	7.34 ratio	1
Apprenticeships	are sufficiently implemented	4.98 Survey [0..10]	34
Employee training	is a high priority in companies	5.68 Survey [0..10]	37
▶ Female labor force	Percentage of total labor force	47.61 %	13
▷ Health infrastructure	meets the needs of society	2.22 Survey [0..10]	62

Appeal

		Value	2021 Rank
▶ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	68.40 index	26
Attracting and retaining talents	is a priority in companies	6.35 Survey [0..10]	42
Worker motivation	in companies is high	4.95 Survey [0..10]	50
▷ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	1.90 Survey [0..10]	62
▷ Quality of life	is high	3.11 Survey [0..10]	62
Foreign highly-skilled personnel	are attracted to your country's business environment	2.86 Survey [0..10]	58
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	3,311 US\$	60
▷ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	30,281 US\$	60
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	6.92 %	41
▷ Justice	is fairly administered	1.97 Survey [0..10]	61
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	14.70 micrograms	29

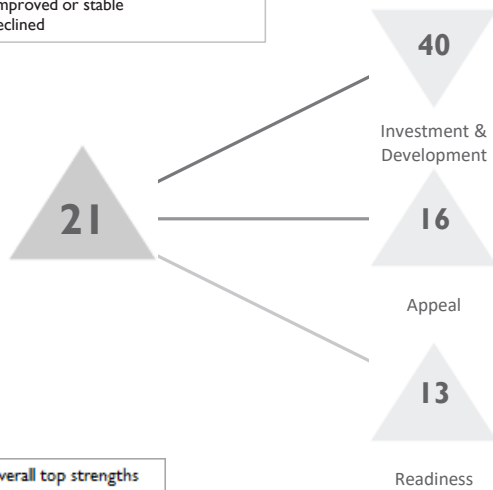
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-2.68 %	54
Skilled labor	is readily available	5.87 Survey [0..10]	31
Finance skills	are readily available	5.77 Survey [0..10]	47
International experience	of senior managers is generally significant	4.76 Survey [0..10]	49
Competent senior managers	are readily available	5.02 Survey [0..10]	45
Primary and secondary education	meets the needs of a competitive economy	4.92 Survey [0..10]	47
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	25.05 %	31
University education	meets the needs of a competitive economy	4.87 Survey [0..10]	51
Management education	meets the needs of the business community	5.94 Survey [0..10]	42
Language skills	are meeting the needs of enterprises	4.73 Survey [0..10]	51
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	1.32 number	48
Educational assessment - PISA	PISA survey of 15-year olds	463 Average	39

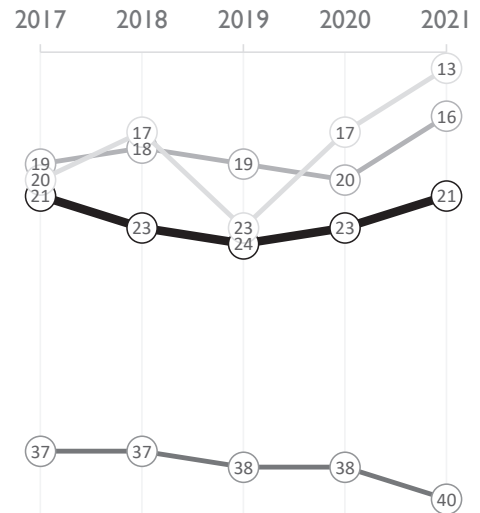
UNITED KINGDOM

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



▶ Overall top strengths
 ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	4.9 %	26
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	8,932 US\$	20
▷ Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	19.88 ratio	53
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	17.30 ratio	52
Apprenticeships	are sufficiently implemented	4.88 Survey [0..10]	39
Employee training	is a high priority in companies	5.67 Survey [0..10]	38
Female labor force	Percentage of total labor force	47.53 %	14
Health infrastructure	meets the needs of society	6.83 Survey [0..10]	29

Appeal

		Value	2021 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	87.50 index	53
Attracting and retaining talents	is a priority in companies	7.13 Survey [0..10]	30
Worker motivation	in companies is high	6.14 Survey [0..10]	26
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	6.20 Survey [0..10]	15
Quality of life	is high	7.09 Survey [0..10]	30
Foreign highly-skilled personnel	are attracted to your country's business environment	6.37 Survey [0..10]	20
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	39,774 US\$	17
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	242,150 US\$	14
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	9.09 %	47
▶ Justice	is fairly administered	7.84 Survey [0..10]	13
▶ Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	10.02 micrograms	14

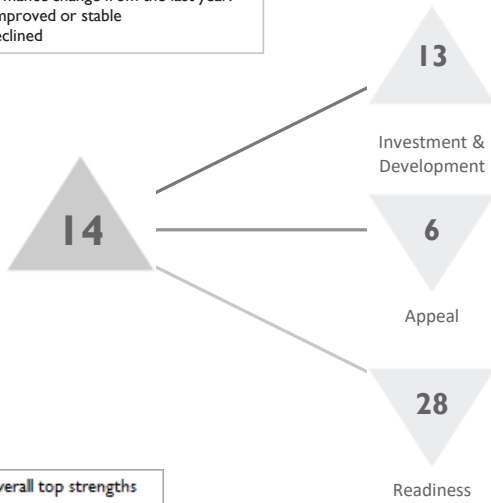
Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-0.08 %	28
Skilled labor	is readily available	6.42 Survey [0..10]	16
Finance skills	are readily available	6.89 Survey [0..10]	18
International experience	of senior managers is generally significant	5.88 Survey [0..10]	23
Competent senior managers	are readily available	6.58 Survey [0..10]	14
Primary and secondary education	meets the needs of a competitive economy	7.03 Survey [0..10]	20
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	26.25 %	24
University education	meets the needs of a competitive economy	7.69 Survey [0..10]	16
Management education	meets the needs of the business community	7.15 Survey [0..10]	20
▷ Language skills	are meeting the needs of enterprises	5.38 Survey [0..10]	41
▶ Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	7.32 number	8
▶ Educational assessment - PISA	PISA survey of 15-year olds	503 Average	13

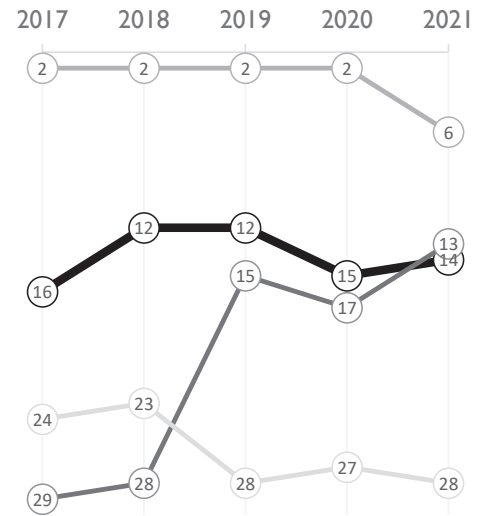
USA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 ▲ improved or stable
 ▼ declined



- ▶ Overall top strengths
- ▷ Overall top weaknesses



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	5.9 %	10
▶ Total public exp. on education per student	Spending per enrolled pupil/student, all levels	15,560 US\$	5
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	15.21 ratio	35
▷ Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	15.16 ratio	49
Apprenticeships	are sufficiently implemented	4.74 Survey [0..10]	43
Employee training	is a high priority in companies	6.23 Survey [0..10]	29
Female labor force	Percentage of total labor force	46.99 %	20
Health infrastructure	meets the needs of society	6.34 Survey [0..10]	35

Appeal

		Value	2021 Rank
▷ Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	100.00 index	57
Attracting and retaining talents	is a priority in companies	7.68 Survey [0..10]	13
Worker motivation	in companies is high	6.49 Survey [0..10]	16
▶ Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	7.21 Survey [0..10]	8
Quality of life	is high	7.51 Survey [0..10]	27
▶ Foreign highly-skilled personnel	are attracted to your country's business environment	7.87 Survey [0..10]	6
▶ Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	59,616 US\$	4
▶ Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	396,392 US\$	2
▷ Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	10.14 %	51
Justice	is fairly administered	6.04 Survey [0..10]	27
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	7.68 micrograms	9

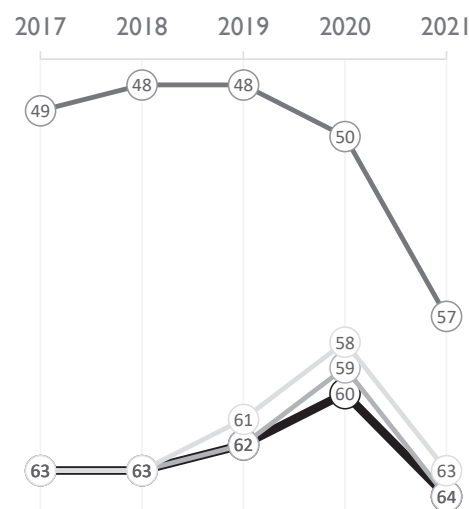
Readiness

		Value	2021 Rank
▷ Labor force growth	Percentage change	-1.71 %	48
Skilled labor	is readily available	6.45 Survey [0..10]	15
Finance skills	are readily available	7.50 Survey [0..10]	10
International experience	of senior managers is generally significant	5.87 Survey [0..10]	26
Competent senior managers	are readily available	7.00 Survey [0..10]	8
Primary and secondary education	meets the needs of a competitive economy	6.51 Survey [0..10]	29
▷ Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	19.23 %	52
University education	meets the needs of a competitive economy	7.49 Survey [0..10]	19
Management education	meets the needs of the business community	7.64 Survey [0..10]	12
Language skills	are meeting the needs of enterprises	6.06 Survey [0..10]	36
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	2.97 number	29
Educational assessment - PISA	PISA survey of 15-year olds	495 Average	24

VENEZUELA

OVERALL PERFORMANCE (64 countries)

The direction of the triangle indicates the performance change from the last year:
 △ improved or stable
 ▽ declined



Investment & Development

		Value	2021 Rank
Total public expenditure on education	Percentage of GDP	- %	-
Total public exp. on education per student	Spending per enrolled pupil/student, all levels	- US\$	-
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff	- ratio	-
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff	- ratio	-
Apprenticeships	are sufficiently implemented	4.18 Survey [0..10]	52
Employee training	is a high priority in companies	4.91 Survey [0..10]	55
Female labor force	Percentage of total labor force	37.22 %	56
▷ Health infrastructure	meets the needs of society	1.01 Survey [0..10]	64

Appeal

		Value	2021 Rank
Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)	- index	-
Attracting and retaining talents	is a priority in companies	6.20 Survey [0..10]	46
Worker motivation	in companies is high	3.95 Survey [0..10]	62
Brain drain	(well-educated and skilled people) does not hinder competitiveness in your economy	1.93 Survey [0..10]	61
▷ Quality of life	is high	1.43 Survey [0..10]	64
▷ Foreign highly-skilled personnel	are attracted to your country's business environment	0.95 Survey [0..10]	64
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$	- US\$	-
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$	23,610 US\$	61
Collected personal income tax	On profits, income and capital gains, as a percentage of GDP	- %	-
▷ Justice	is fairly administered	0.55 Survey [0..10]	64
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre	22.22 micrograms	48

Readiness

		Value	2021 Rank
Labor force growth	Percentage change	-4.76 %	60
Skilled labor	is readily available	3.48 Survey [0..10]	61
Finance skills	are readily available	4.08 Survey [0..10]	62
International experience	of senior managers is generally significant	4.10 Survey [0..10]	60
Competent senior managers	are readily available	3.40 Survey [0..10]	61
▷ Primary and secondary education	meets the needs of a competitive economy	2.33 Survey [0..10]	64
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences	- %	-
University education	meets the needs of a competitive economy	3.98 Survey [0..10]	61
Management education	meets the needs of the business community	4.48 Survey [0..10]	59
Language skills	are meeting the needs of enterprises	3.53 Survey [0..10]	61
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants	- number	-
Educational assessment - PISA	PISA survey of 15-year olds	- Average	-

The IMD World Talent Ranking methodology

I. The structure of the IMD World Talent Ranking

The ranking is structured according to three factors:

- 1) investment and development
- 2) appeal
- 3) readiness

The first factor takes into account the investment in and development of home-grown talent. It traces the size of public investment on education by incorporating an indicator of public expenditure. It also looks at the quality of education through indicators related to pupil-teacher ratios. The development of talent is covered by variables related to the implementation of apprenticeship and the priority of employee training for companies. It also looks at the development of the female labor force. In addition, this factor takes into account the quality of the health infrastructure in terms of meeting the health needs of society.

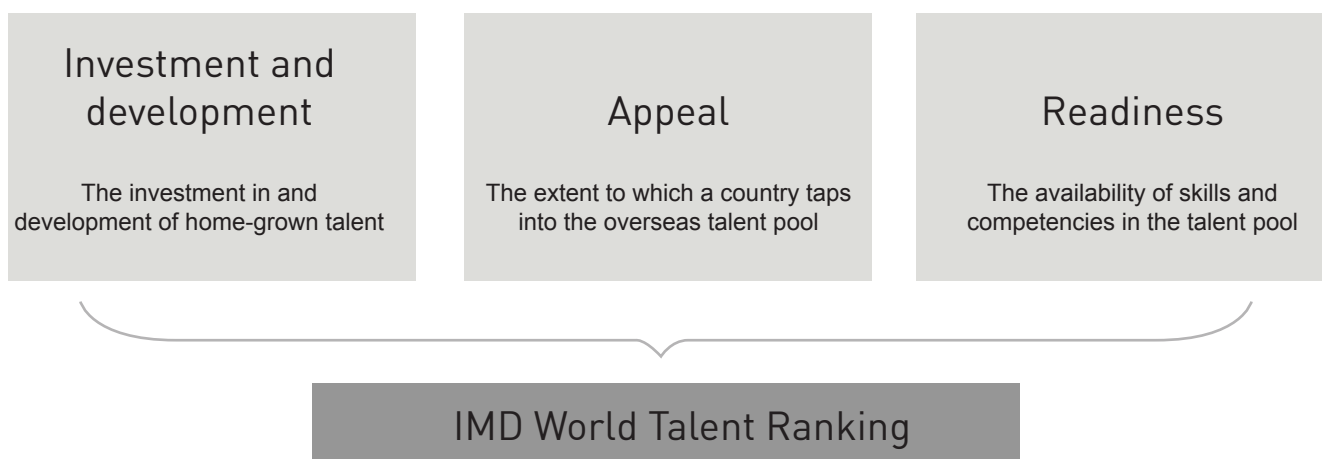
The appeal factor goes beyond the focus on the local labor force to incorporate the ability of a country to tap into the overseas talent pool. It does so by including indicators such as the cost of living and quality of life in a particular economy. Specifically, it examines the ability of a country to attract highly skilled foreign labor. In addition, it assesses the way enterprises prioritize the attraction and retention of talent. Another component of this factor evaluates the impact of brain drain on the competitiveness of countries. It also takes into account the level of worker motivation. Salary and taxation levels are important for an economy to be able to maintain an effective flow of talent. The appeal factor thus considers remuneration at the management and

services professions levels and personal income tax rates. This factor also incorporates measures of personal security and the protection of private property rights because they play a key role in increasing the attractiveness of a particular economy.

The success of the investment in and development of talent and the ability to attract and retain talent is reflected in the availability of skills and competencies to sustain an economy's talent pool. The readiness factor looks at the context of the talent pool. It considers the growth of the labor force and the quality of the skills available. It also takes into consideration the experience and competencies of the existing senior managers' pool. In addition, the readiness factor focuses, on the ability of the educational system to meet the talent needs of enterprises. It examines the way in which the educational system fulfils the talent demands of the economy, the ability of higher education to meet that demand and the languages skills available. Finally, it considers the mobility of students (inbound) and educational assessment (PISA).

Such a comprehensive set of criteria enables us to observe how countries perform in terms of sustaining their talent pool. In developing the talent ranking, we have omitted measures of the regulation of labor and productivity. The reason for this is because our objective is to assess the development and retention of talent, and the regulation of labor and its focus on conflict resolution could be perceived as peripheral to that objective. Similarly, productivity is an outcome of what we want to assess.

Graph 1. Relation between Competitiveness and the Scientific Infrastructure sub-factor



II. Constructing the IMD World Talent Ranking

In order to calculate the IMD World Talent Ranking, we:

- Normalize criteria data using the same STD methodology used in the IMD World Competitiveness Yearbook
- Average the criteria STDs to generate the three talent competitiveness factors
- Aggregate factors to build the overall talent ranking
- Normalize the factors and overall ranking to the 0 to 100 range to facilitate the interpretation of results.

We employ this methodology to rank the countries' evolution in talent aspects from 2013 onward. However, there are some caveats. For certain years, our sample varies according to the evolution of the IMD World Competitiveness

Yearbook. That is to say, some countries appear in the talent ranking only for the years since they became part of the Yearbook. For example, talent rankings for Mongolia are available from 2015 onward and Cyprus and Saudi Arabia are available only from 2017.

Additionally, hard data may not be available for specific countries in specific years. Whenever possible, we use the most recent data available.

In Table 2 we present all the definitions of hard and survey criteria. Note that the value range for all survey-based criteria is of 0 to 10.

Table 1: Sample size (2017-2021)

Year:	2017	2018	2019	2020	2021
# Countries:	63	63	63	63	64

Table 2: Criteria definitions and survey questions

Investment & Development

Total public expenditure on education	Percentage of GDP
Total public expenditure on education per student	Spending per enrolled pupil/student, all levels
Pupil-teacher ratio (primary education)	Ratio of students to teaching staff
Pupil-teacher ratio (secondary education)	Ratio of students to teaching staff
Apprenticeships	Apprenticeships are sufficiently implemented
Employee training	Employee training is a high priority in companies
Female labor force	Percentage of total labor force
Health infrastructure	Health infrastructure meets the needs of society

Appeal

Cost-of-living index	Index of a basket of goods & services in the main city, including housing (New York City = 100)
Attracting and retaining talents	Attracting and retaining talents is a priority in companies
Worker motivation	Worker motivation in companies is high
Brain drain	Brain drain (well-educated and skilled people) does not hinder competitiveness in your economy
Quality of life	Quality of life is high
Foreign highly-skilled personnel	Foreign highly-skilled personnel are attracted to your country's business environment
Remuneration in services professions	Gross annual income including supplements such as bonuses, US\$
Remuneration of management	Total base salary plus bonuses and long-term incentives, US\$
Collected personal income tax rate	On profits, income and capital gains, as a percentage of GDP
Justice	Justice is fairly administered
Exposure to particle pollution	Mean population exposure to PM2.5, Micrograms per cubic metre

Readiness

Labor force growth	Percentage change
Skilled labor	Skilled labor is readily available
Finance skills	Finance skills are readily available
International experience	International experience of senior managers is generally significant
Competent senior managers	Competent senior managers are readily available
Primary and secondary education	Primary and secondary education meets the needs of a competitive economy
Graduates in Sciences	% of graduates in ICT, Engineering, Math & Natural Sciences
University education	University education meets the needs of a competitive economy
Management education	Management education meets the needs of the business community
Language skills	Language skills are meeting the needs of enterprises
Student mobility inbound	Foreign tertiary-level students per 1000 inhabitants
Educational assessment - PISA	PISA survey of 15-year olds

Notes and Sources by Criteria

The source of the survey criteria is always :
IMD World Competitiveness Center's Executive Opinion Survey 2021.
Which was conducted from mid-February to early May 2021, with a total number of 5'776 respondents.

Background Criteria

0.01 [B] Exchange Rate

International Financial Statistics Online February 2021 (IMF)
National sources

Period average.

0.02 [B] Population - Market Size

World Economic Outlook April 2021
National sources

Mid-year estimates. Croatia: new census in 2011 with a new methodology. India: break in series in 2011. Iceland, Romania as of January 1. Jordan: series have been revised according to the the new Population and Housing Census published in 2016. End of year population for 2019 and 2020. Lithuania: break in series 2011 - census revised population figure downwards by 10% (emigration to EU over past decade). Philippines: Projected population (medium assumption) excluding for 2015, which is based on the 2015 Census. Portugal: methodological change in 2011. Russia: including Crimea as of 2015. UAE: re-estimation of the national population was made by the National Bureau of Statistics in 2010 (consequent increase as of 2008).

0.03 [B] GDP per capita

OECD (2021), Main Economic Indicators - complete database
National sources

Provisional data or estimates for most recent year. Malaysia: Data 2018 & 2019: Preliminary; Data 2020 is sum of 4 quarters.

Factor 1: Investment & Development

1.01 Total public expenditure on education

UNESCO <http://stats.uis.unesco.org>
Eurostat October 2021
National sources

Total general (local, regional and central) government expenditure in educational institutions (current and capital). It excludes transfers to private entities such as subsidies to households and students, but includes expenditure funded by transfers from international sources to government. It includes pre-primary, primary, secondary all levels and tertiary public institutions. Chile and Jordan: Budgetary central government. Philippines: Includes expenditure for items other than basic and higher education such as vocational education, culture and sports.

1.02 Total public expenditure on education per student

UNESCO <http://stats.uis.unesco.org>
Eurostat October 2021
National sources

Total general (local, regional and central) government expenditure in educational institutions (current and capital). It excludes transfers to private entities such as subsidies to households and students, but includes expenditure funded by transfers from international sources to government. It includes pre-primary, primary, secondary all levels and tertiary public institutions. Chile and Jordan: Budgetary central government. Philippines: Includes expenditure for items other than basic and higher education such as vocational education, culture and sports.

1.03 Pupil-teacher ratio (primary education)

UNESCO <http://stats.uis.unesco.org>
OECD Education at a Glance 2021
National sources

For public and private institutions, based on full-time equivalent. Primary education (ISCED level 1): level of which the main function is to provide the basic elements of education at such establishments as elementary schools, primary schools. The ratio of students to teaching staff is calculated as the total number of full-time equivalent students divided by the total number of full-time equivalent educational personal. Teaching staff refers to professional personnel directly involved in teaching students. The classification includes classroom teachers; special education teacher; and other teachers who work with students as a whole class in a classroom, in small groups in a resource room, or in one-to-one teaching inside a regular classroom. Teaching staff also includes chairpersons of departments whose duties include some amount of teaching, but it does not include non-professional personnel

who support teachers in providing instructions to students, such as teacher's aides and other paraprofessional personnel. Data are UNESCO or OECD estimates and from national statistics. Brazil, Bulgaria, China, Cyprus, Greece, Hong Kong SAR, Jordan, Kazakhstan, Mongolia, Peru, Philippines, Qatar, Romania, Saudi Arabia, Singapore, South Africa, Thailand, UAE and Ukraine: based on headcounts. Canada and Slovenia: Include data from another category.

1.04 Pupil-teacher ratio (secondary education)

UNESCO <http://stats.uis.unesco.org>

OECD Education at a Glance 2021

National sources

For public and private institutions, based on full-time equivalent. Secondary education (ISCED levels 2 and 3): level providing general and/or specialized instruction at middle schools, secondary schools, high schools, teacher training schools and schools of a vocational or technical nature. The ratio of students to teaching staff is calculated as the total number of full-time equivalent students divided by the total number of full-time equivalent educational personal. Teaching staff refers to professional personnel directly involved in teaching students. The classification includes classroom teachers; special education teacher; and other teachers who work with students as a whole class in a classroom, in small groups in a resource room, or in one-to-one teaching inside a regular classroom. Teaching staff also includes chairpersons of departments whose duties include some amount of teaching, but it does not include non-professional personnel who support teachers in providing instructions to students, such as teacher's aides and other paraprofessional personnel. Data are UNESCO or OECD estimates and from national statistics. Brazil, China, Cyprus, Hong Kong, Jordan, Kazakhstan, Peru, Philippines, Qatar, Romania, Saudi Arabia, Singapore, Thailand, UAE, Ukraine and Venezuela: Based on headcounts. Australia: general programs only. Bulgaria, Canada: upper secondary only. Estonia, Italy, Japan, Portugal, Switzerland and United Kingdom: Include data from another category. Iceland: lower secondary only.

1.07 Female labor force

OECD (2021), Main Economic Indicators - complete database

National sources

Estimates for the most recent year. Austria: break in series in 2008. Belgium: until Q3 for 2018. Denmark: break in series in 2009. Malaysia: break in series in 2010. Philippines: 2018 data calculated from the July 2018 Labor Force Survey. Philippines: 2020 data are preliminary figures for October 2020. Portugal: methodological change in 2011. Singapore: estimates from the Ministry of Manpower. Spain: break in series in 2005.

Factor 2: Appeal

2.01 Cost-of-living index

MERCER Cost of Living survey 2020

www.mercer.com

Break in series in 2015: In the main city as of 2015, average of main cities in large countries (made by IMD WCC) or in the capital in smaller ones up to 2014. The Mercer survey covers 214 cities across five continents and measures the comparative cost of over 200 items in each location, including housing, transport, food, clothing, household goods and entertainment. It is the world's most comprehensive cost of living survey and is used to help multinational companies and governments determine compensation allowance for their expatriate employees. New York is used as the base city (=100) for the index and all cities are compared against New York. Currency movements are measured against the US dollar. The cost of housing - often the biggest expense for expats - plays an important part in determining where cities are ranked.

Data is not always comparable over years (money fluctuations in 2010 and 2011).

2.07 [7] Remuneration in services professions

UBS Prices and Earnings 2018

National sources

Figures are estimates remuneration paid in major cities. Gross annual income including possible supplementary benefits, such as bonuses, vacation pay, meal or housing allowances, or family assistance. Product Manager: manager in pharmaceutical, chemical or food industry, about five years of experience, tertiary educational degree, middle management, approximate age and status: 35, married. Primary school teacher: teaching for about 10 years in government-operated schools, approximate age and status: 35, married, two children. Secretary/Personal Assistant: secretary of a department manager in an industrial firm, at least five years of experience; knowledge of PCs and one foreign language, approximate age and status: 25, single. Call center agent: trained agent at an inbound call/service center in the telecommunications or technology sector, approximate age and status: 25, single. Nurse: Completed apprenticeship or studies, at least 10 years of experience, approx. age and status: 35, married, two children. Sales Assistant: Sales in ladies' apparel at a large department store, specialized training in sales, several years of experience, approx. age and status: 25, single.

2.08 [4] Remuneration of management

HCM International Ltd, April 2021

National sources

Total remuneration: including annual base salary, annual short-term incentive bonus and long term incentive. Based on companies having a minimal turnover of US\$ 250 million. Chief Executive Officer: directs all company's operations, including sales, marketing, manufacturing and support function; coordinates and provides guidance for the development and implementation of business strategies; optimizes market potential; provides long-term vision and leadership; identifies growth opportunities; assures organizational efficiency of the operations; builds long-term partnership with key accounts. Estonia: break in series in 2011 (change of source, data for earlier years are not comparable).

2.09 Collected personal income tax

OECD (2021), "Revenue Statistics: Comparative tables", OECD Tax Statistics (database)
Government Finance Statistics 2021
National sources

Personal income taxes paid to general government. Russia: break in series in 2005 and 2007. Singapore: financial year.

2.11 Exposure to particle pollution

OECD (2021), "Green growth indicators", OECD Environment Statistics (database)

Particle pollution, also called particulate matter or PM, is a mixture of solids and liquid droplets floating in the air. Some particles are released directly from a specific source, while others form in complicated chemical reactions in the atmosphere. Particles less than 10 micrometers in diameter pose the greatest problems, because they can get deep into lungs and even the bloodstream. Cyprus: includes PM2.5 and PM10.

Factor 3: Readiness

3.01 Labor force growth

OECD (2021), Main Economic Indicators - complete database
National sources

Estimates for the most recent year. Austria: break in series in 2008. Belgium: until Q3 for 2018. Brazil: break in series in 2014. Denmark: break in series in 2009. Lithuania: break in series 2011 - census revised labor force figure downwards by 10% (emigration to EU over past decade). Latvia: break in series in 2012. Malaysia: break in series in 2010. Philippines: 2020 data are preliminary figures for October 2020. Portugal: methodological change in 2011. Singapore: estimates from the Ministry of Manpower. Spain: break in series in 2005.

3.07 Graduates in Sciences

UNESCO
National sources

Share of graduates in Natural Sciences; Mathematics and Statistics; Information and Communication technologies; Engineering, manufacturing and construction. In tertiary education (ISCED2011 levels 5 to 8), both sexes (%). Japan: Data on information and communication technologies are included in other fields. Jordan: 2020 data used in 2019. Philippines: includes Medical and Allied Disciplines Graduates.

3.11 Student mobility inbound

UNESCO <http://stats.uis.unesco.org>

International mobile students (men and women) from abroad studying in a given country (in tertiary education). Data can refer to the school or financial year prior or after the reference year. Thailand : 2020 data have been used in 2019.

3.12 [2] Educational assessment - PISA

PISA 2018 (OECD)
<http://www.oecd.org/pisa/>

The OECD's Programme for International Student Assessment (PISA) is a regular survey of 15-year olds which assesses aspects of their preparedness for adult life. PISA selects a sample of students that represents the full population of 15-year-old students in each participating country or education system, in both public and private schools. Mathematical literacy: an individual's capacity to identify and understand the role that mathematics plays in the world, to make well-founded judgments and to use and engage with mathematics in ways that meet the needs of that individual's life as a constructive, concerned and reflective citizen. Scientific literacy: an individual's scientific knowledge and use of that knowledge to identify questions, to acquire new knowledge, to explain scientific phenomena, and to draw evidence based conclusions about science-related issues, understanding of the characteristic features of science as a form of human knowledge and enquiry, awareness of how science and technology shape our material, intellectual, and cultural environments, and willingness to engage in science-related issues, and with the ideas of science, as a reflective citizen. Hong Kong (China), Netherlands, Portugal and United States: Data did not meet the PISA technical standards but were accepted as largely comparable. China: limited regions (B-S-J-Z); the municipalities of Beijing and Shanghai and the provinces of Jiangsu and Zhejiang participated.

About the Institute for Management Development (IMD)

The Institute for Management Development (IMD) is an independent academic institution with Swiss roots and global reach, founded 75 years ago by business leaders for business leaders. Since its creation, IMD has been a pioneering force in developing leaders who transform organizations and contribute to society.

Based in Lausanne (Switzerland) and Singapore, IMD has been ranked in the Top 3 of the annual FT's Executive Education Global Ranking for the last nine consecutive years and in the top five for 17 consecutive years. Our MBA and EMBA programs have repeatedly been singled out among the best in Europe and the world.

We believe that this consistency at the forefront of our industry is grounded in IMD's unique approach to creating "Real Learning. Real Impact". Led by an expert and diverse faculty, we strive to be the trusted learning partner of choice for ambitious individuals and organizations worldwide. *Challenging what is and inspiring what could be.*

www.imd.org

